Global Youth Leadership Encyclopedia

Volume I

Modern Leadership and Political Transformation: Building Strategic Leadership Thinking for the 21st Century – In Light of the Experience of His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

Prof. Dr. Zainab Waheed Dahham and Contributors

Modern Leadership and Political Transformation: Building Strategic Leadership Thinking for the 21st Century – In Light of the Experience of His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

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International Research and Translation Team

This book would not have attained its current form and academic reach without the invaluable contributions of a distinguished international team of scholars and experts. Hailing from renowned universities across Kazakhstan, the United Kingdom, Ireland, France, Australia, Indonesia, Russia, and Rome, these professionals played a pivotal role in expanding the book's impact beyond linguistic and cultural boundaries.

Their efforts in translating the content into four key academic languages—English, Kazakh, French, and Russian—were not mere linguistic conversions, but thoughtful, context-aware contributions that preserved the depth, nuance, and intellectual rigor of the original work. Each translation was carried out with scholarly precision, ensuring that the essence of the book resonates with diverse academic communities around the world.

Moreover, the team offered critical reflections and academic endorsements that enriched the substance of the book. Their expert feedback provided fresh perspectives and confirmed the book's relevance in fields such as leadership studies, political science, international relations, diplomacy, and law.

Their collaboration represents a model of academic solidarity and international dialogue. The spirit of their contributions embodies the very values that this book seeks to promote—strategic thinking, transformative leadership, and global cooperation.

To every member of this exceptional team: thank you for transforming this project into a truly global academic endeavor.

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Foreword by Prof. Dr. Salima Kunanbayeva, Rector of Ablai Khan University of International Relations and World Languages

In a moment where pride meets honor, and where knowledge is guided by vision, we at **Kazakh Ablai Khan University of International Relations and World Languages** are delighted to present to the academic community this distinguished scholarly work, which embodies the pinnacle of convergence between modern leadership and transformational strategic thinking through this book:

Modern Leadership and Political Transformation:
Building Strategic Leadership Thinking for the 21st Century – In Light of the Experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

This book is not merely an academic study, but rather a multidimensional intellectual document that delves into the depths of an exceptional leadership personality — one that has succeeded in balancing authenticity with innovation, human firmness with future foresight, becoming a global model in political leadership and state-building.

Given that scientific knowledge cannot fulfill its mission without high-level international cooperation, our university proudly affirms that this work has acquired a truly global dimension through the participation of our faculty members in translating it into five world languages, in collaboration with distinguished professors and experts from renowned universities in the United Kingdom, Ireland, France, Australia, Kazakhstan, Czech Republic, Russia, and Italy. This collective endeavor has rendered the book an international academic project that reflects the spirit of global academic collaboration.

The book has been officially adopted as a course textbook in a number of international universities — a shining testament to its academic rigor and educational value in the fields of law and political science, especially in light of the

urgent need to modernize curricula in line with contemporary challenges and evolving concepts of leadership.

At Kazakh Ablai Khan University of International Relations and World Languages, we are proud to stand at the forefront of educational institutions contributing to the advancement of law and political science programs, with an interactive, multilingual, and globally oriented approach. Our university takes pride in playing a leading role in shaping a new legal and political knowledge base that serves future generations.

This book is not just a study… It is proof that leadership can be taught, that vision can be transmitted, and that education has the power to shape the future.

Our sincere gratitude goes to the dedicated team at our university and the participating international institutions, and to everyone who contributed to bringing this work to life at a level that reflects its significance and content.

Prof. Salima Kunanbayeva
Director, Kazakh Ablai Khan University of International Relations and World Languages

This book is;

"Not just a book about leadership... but a mirror reflecting the future of conscious and humane governance."
Professor Christian Kaunert
Professor of International Security and Director of the International Centre for Policing and Security – University of South Wales, United Kingdom

"At a time when the world increasingly needs ethical leaders, this work presents a living model of thought that inspires and educates."
Dr. A. Abrivani
Head of the Department of International Relations – Andalas University, West Sumatra, Indonesia

"A multidimensional study that transforms Sheikh Khaled's philosophy into an experience that can be learned, applied, and transformed."
Dr. Alam Saleh
Senior Lecturer in Politics and International Relations – Australian National University

About the Book:

This book represents a qualitative shift in the literature on modern political leadership, combining theory and practice in the study of the contemporary leader — His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan. Through the analysis of emotional intelligence, soft power, and the strategic expansion of empowerment, this work presents a global leadership model that is currently taught at prestigious universities around the world.

The book enables students to grasp complex concepts easily and deeply through practical and accessible examples. It is supplemented with supportive materials that simplify the learning process for both instructors and students, including an applied appendix that helps transform theoretical knowledge into developing leadership skills.

The book has been translated into several world languages — English, French, Russian, and Kazakh — for teaching purposes at leading universities worldwide upon their request. It has received wide academic recognition from experts and scholars specializing in leadership and political transformation.

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Preface

This book offers a balanced blend of theoretical presentation and practical analysis of the evolving concept of leadership in the 21st century, based on the real and contemporary experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan.
It combines the foundations of leadership science, strategic empowerment tools, and models of human influence grounded in emotional intelligence and soft power.

The book includes a comprehensive applied appendix that assists both students and instructors in utilizing leadership theories in a practical and interactive way, contributing to the transformation of knowledge into measurable and developable leadership skills.

This work serves as a call to renew global leadership thinking by highlighting a young Emirati model that fuses authenticity with a global vision.

The importance of this book is reflected in the recognition and adoption by a number of prestigious international universities for its academic value. It is regarded as a distinguished educational reference, thanks to the practical examples it presents, which help students easily grasp complex concepts. The comprehensive appendix also facilitates the teaching process for both instructors and students.

This book has been officially adopted as a course textbook in several international universities even before the release of its first edition. The countries that have included this book in their academic curricula include: the United Kingdom, Ireland, France, Australia, Kazakhstan, Indonesia, the Czech Republic, and Italy (Rome), reflecting the wide academic outreach it has achieved.

To maximize its benefit on a broader scale, these universities contributed to translating the book into multiple languages, including:

Original Edition: Arabic

Translated Languages:

- English
- French
- Russian
- Kazakh

These translations, along with its academic adoption, represent a significant step in disseminating the ideas and content of the book, thereby expanding its impact globally in the fields of higher education and academic research.

International Academic Endorsements from Prestigious Global Universities

These academic endorsements reflect recognition of the book's value in terms of its concept, methodology, and content. They highlight the innovative vision it offers in building strategic leadership thinking, in light of a rich and contemporary experience.

The diversity of academic backgrounds and geographic affiliations of the endorsers underscores the global nature of this work, and affirms that its subject matter addresses essential issues in politics, law, leadership, and intellectual development.

We hope these endorsements serve as an additional motivation for students and researchers to explore the book's content and engage in an open scientific dialogue about modern leadership concepts and political transformation in the 21st century.

United Kingdom

Endorsement Prof Christian Kaunert

I wholeheartedly endorse this remarkable book, which offers an unprecedented analytical exploration of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan's personality and leadership style. In a world increasingly needing visionary leaders, this work is crucial to our understanding of modern governance and transformational leadership.

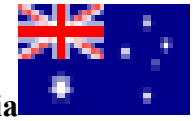
Dr Zainab Waheed Dahham skillfully combines political analysis, behavioral insights, and psychological study to present a comprehensive view of Sheikh Khalid, not just as a prominent leader in the Arab world but as a model for a new kind of leadership. The multidimensional approach sheds light on how he masterfully balances the challenges of responsibility with emotional intelligence, paving the way for future leaders to learn from his example.

What makes this book particularly exceptional is its emphasis on contemporary leadership philosophy. It moves beyond traditional biographies to create a living case study that is both inspirational and educational. It is a compelling resource for scholars, practitioners, and students alike, perfect for incorporation into courses in political science, leadership studies, and international relations.

In an era marked by rapid change and uncertainty, the insights drawn from Sheikh Khalid's philosophy are not merely relevant—they are essential. This profound exploration of leadership presents a unique opportunity for readers to engage deeply with a model of governance that prioritises humanity, innovation, and the well-being of society.

This book is an invaluable addition to the literature on leadership science and should be widely adopted in teaching courses worldwide. It serves as a reference for understanding contemporary political dynamics and a beacon of inspiration for future generations of leaders worldwide.

Prof Christian Kaunert,
Professor of International Security, Dublin City University
Professor of Policing and Security, Director of the International Centre for Policing and Security, University of South Wales.

Australia 

This pioneering study redefines leadership analysis through a multidisciplinary lens, blending political, behavioral, and rhetorical approaches to examine modern governance. By exploring the characteristics of transformational leadership, balanced decisiveness with empathy, and the interconnection between leadership and societal well-being, the study offers essential frameworks for preparing the leaders of the 21st century. This work serves as a key reference for academics and practitioners contributing to the shaping of future governance models.

Alam Saleh, Senior Lecturer in Politics and International Relations,
Centre for Arab and Islamic Studies, The Australian National University.

Paris

This book presents a distinct approach and a completely different methodology in defining the foundations of practical diplomatic and legal programming.
It serves as a foundational cornerstone for introducing an interactive educational model grounded in both the physical and intellectual presence of diverse human resources—amid a climate of doubt and a widespread perception of gaps between nations in diplomatic training systems, as well as widening performance disparities among states.

This book may represent the initial and solid principles for establishing confidence in diplomatic education theories and for weaving the fabric of foreign policy in a positive and participatory manner. It does so within a framework of pragmatic flexibility—carefully balancing expressive and semantic language with direct and practical translation—aimed at preparing qualified student and professional cadres to enter the fields of diplomacy and politics, and to contribute to the making of a balanced human society.

The author conveys a profound human experience in just a few pages and aspires to disseminate it through a cultural and scholarly endeavor rooted in awareness and precision.

Dr. Mohieddine Al-Shoheimi
Professor of Law and Foreign Policy, Paris.

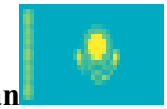
Indonesia

This insightful book explores the evolving nature of leadership in today's fast-paced world. Dr. Zainab Waheed Dahham draws upon the visionary experiences and thinking of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan to present valuable lessons in strategic and transformational leadership. The book offers essential insights for those engaged in modern governance, highlighting the importance of adaptability, vision, and innovation in driving political transformation. It is an indispensable guide for both aspiring and seasoned leaders seeking to redefine their approaches in the 21st century.

The book also analyzes Sheikh Khaled's leadership style, revealing his strategic foresight, emotional intelligence, and innovative governance. It underscores his significant contributions to the fields of security, development, diplomacy, and humanitarian efforts—demonstrating how he has reshaped traditional leadership models at the Emirati, Gulf, and global levels. By presenting a unique perspective on the Arab leadership model—one that blends respect for cultural values with engagement in global challenges—this work offers a meaningful learning opportunity for future generations.

Its interdisciplinary approach and practical applications enrich leadership studies, making it an inspiring resource for leaders, researchers, and students alike. Ultimately, the book emphasizes the need for leaders to integrate authentic governance with the demands of contemporary society, making it a must-read for anyone interested in modern leadership and political transformation.

Dr. A. Aprivan
Head of the Department of International Relations
Andalas University, West Sumatra, Indonesia

Kazakhstan 

This book represents a modern academic reference that combines theoretical foundations with applied analysis**,** through a reformulation of leadership theories by studying a real political figure**—His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan.**
It constitutes a qualitative transformation in the design of educational programs. The book's added value lies in the applied appendix at the end, which transforms theoretical concepts into interactive educational tools, making it an advanced model that aligns with the demands of 21st-century university education.
Kazakh Ablai Khan University of International Relations and World Languages is proud to participate in this international project, which reflects the role of Kazakhstani universities in advancing academic knowledge at the global level.

- **Prof. Dr. Dana Kunanbayeva – Vice-Rector for Strategic Development**

- **Assoc. Prof. Dr. Nurdin Kudaibergenov** – Dean of the Faculty of Law and International Relations and Business
- **Assoc. Prof. Dr. Gulchekhra Norozova** – Head of the Department of Law
- Associate professor, Toiganbayeva Agina Yerkinovna, , Head of the Department of International Relations

Kazakh Ablai Khan University of International Relations & World Languages and its rich history since 1941."

The history of the establishment and development of Kazakh Ablai Khan University of International Relations and World Languages is closely linked to the development of foreign language education in the Republic of Kazakhstan. Since its inception during the Soviet era in 1941, the university opened a new page in its scientific history after gaining university status, becoming today a prominent academic center in Central Asia. The university's vision is based on the fundamental principle of combining the best contemporary global practices with the long-established educational traditions pioneered in the field of education. Thanks to this balance, Ablai Khan University has become one of the top five universities in Kazakhstan, maintaining its leadership in the higher education system as a multidisciplinary scientific educational institution recognized internationally, offering academic programs in fourteen world languages. The university grants dual degrees through its international collaboration with many Chinese, Korean, and Indonesian universities, and students have the right to study in any of these countries according to their choice."

The university bears a major responsibility, which is reflected in considering education as a strategic resource for building national competitiveness. For this reason, it worked on establishing seven departments for the bachelor’s stage, including: the Department of Translation and Philology, the Educational Department, the Department of Management and International Communication, the Department of International Relations, the Department of Economics and Law, the Department of Oriental Studies, and the Department of Continuing Education.

The university prides itself that the true measure of its success is the increasing demand for its graduates from employers, due to their academic competence and high professional skills, which has been achieved thanks to a highly qualified teaching staff, modern curricula, advanced material and technical infrastructure, and precise academic organization of the educational process."

The university has strengthened its international presence by joining 14 prestigious international associations, including: the International Association of Universities (UNESCO), the Eurasia-Pacific Organization, three global tourism associations (ATLAS, AMFORTH, EURHODIP), the International Association of Francophone Universities (AUF), the European Language Council (ELC), the Union of Humanities and Language Universities in the Shanghai Cooperation Organization and the Eurasian Economic Union space, and other prestigious academic bodies. Additionally, six of its specializations underwent the process of international academic accreditation by the Agency for Quality Assurance (AQAS), with this accreditation serving as a global testament to its excellence and expressing its commitment to international standards, transparency, and continuous self-development.

As part of its future vision, the university is witnessing an architectural renaissance and comprehensive modernization of its academic and sports facilities, under the implementation of ambitious strategic plans aimed at enhancing its position as a leading university in foreign language education in the Central Asian region.

The Faculty of Law at this university stands out by offering its students the opportunity to enroll in military training programs at military colleges in the city of Almaty. This initiative represents a significant enhancement to their academic journey, providing them with an additional practical qualification that facilitates their integration into law enforcement agencies.

Spanning a duration of two years, the program enables students to combine specialized legal education with field-based combat skills. It includes all necessary military training—both theoretical and practical.

The Faculty of Law at Almaty University is not merely an academic institution; it is a platform for shaping legal leaders who embody both intellect and discipline, and who merge legal expertise with a deep sense of national duty.

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Dedication

A dedication to my family... the martyrs who departed in body, but whose souls still dwell within me:

Every time I wrote a dedication to you, I would gaze into your eyes, drawing inspiration from them, seeking in them the words worthy of each one of you. I would see my heart glowing with love and light — saying nothing aloud — yet when the books reached publishers and friends spoke to you about the words I had written, I would glimpse in your eyes a pride that cannot be bought, and a tenderness that needs no words.

Your eyes embraced me from afar, wiping away the fatigue of sleepless nights and the burdens I carried.

But today… you are the absent yet ever-present. I write to you despite the ache of absence, despite the weight of loss. Yet I feel you… I feel your love, your reaction, your pride that still walks beside me. With every word I write, I see you smiling at me from where you are.

This is not a heartache… it is a pang of pride. For here I am, still the one you were always proud of — and I always will be. And if I once wrote out of love, today I write out of loyalty. You are still here… in every detail, in every line, in every scholarly discussion that enriched my writing

and gave it strength. You never truly leave… you are in every determination to fulfill the dream, in every beat of my pen, in the silence of my heart.

To **my beloved mother**: the first hand that pushed me toward the light of knowledge.

To Dr. Mohammed, my brother, my father, my friend: the one who believed in me when no one else did.

To my dearest sisters, **Dr. Elham and Dr. Rana**: who gave me strength in life, and whose silence continues to empower me.

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This project has proven that the spirit of teamwork—when combined with a belief in knowledge and purpose—can achieve the greatest of endeavors. This book would not have come to light without hearts that believed and hands that gave generously.

Book Summary

This book presents an in-depth analytical study of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of the Emirate of Abu Dhabi, portraying him as a modern model of leadership that fuses authenticity with a forward-looking vision. The book aims to deconstruct his governance and leadership methodology through a comprehensive analytical framework that integrates political analysis, behavioral observation, psychological study of leadership, and the application of political communication and public administration concepts.

Amid the rapid transformations the world is undergoing, the author highlights the importance of re-evaluating traditional leadership models by shedding light on the experience of His Highness Sheikh Khaled as a leader who exerts influence through field presence, human connection, and the ability to make decisive decisions with calmness and rationality.

The book focuses on three core analytical dimensions:

1. **Political Body Language**: Analyzing non-verbal cues in Sheikh Khaled's interactions with the public, and the messages they convey about his confidence and humility.
2. **Leadership Through Soft Power**: Examining his approach to exerting quiet yet effective influence, without confrontation or slogans—through emotional intelligence and close, people-centered communication.
3. **Transformational Leadership**: Exploring how he reshapes institutions, stimulates innovation, and builds future-oriented visions aligned with the demands of the 21st century.

The book also includes a unique **applied appendix**, representing a qualitative leap in university-level education. It is designed to translate theoretical concepts into practical applications through case studies, classroom activities, and analytical questions that enable students to engage with the material critically.

The significance of this book lies not only in its scholarly effort to understand an exceptional leader but also in its call to teach and apply his political methodology as a model in leadership and public administration studies.

Introduction:

This book represents an in-depth analytical study of the personality of one of the most prominent rising leaders in the Arab world, Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, Crown Prince of the Emirate of Abu Dhabi, Chairman of the Executive Council, and a leader whose experience intersects with security, developmental, and humanitarian dimensions, reshaping the concept of leadership in the Emirati, Gulf, and global context. In the era of rapid transformations, it has become necessary to reconsider the prevailing leadership models, not only from the perspective of power and status but also from the perspective of methodology, vision, and the internal balance that distinguishes a true leader from a transient figurehead. Hence, this work highlights the personality of Sheikh Khalid, not only as the Crown Prince but because he belongs to a rare type of leader who engages with the present using the tools of the future, combining strategic discipline with emotional intelligence, decisiveness in decisions with gentleness in interactions, firmness in issues with warmth in relationships. This book is based on a multidimensional approach, combining:

Political analysis,

Behavioral induction,

Psychological study of leadership,

Along with employing concepts from management and political communication. This is an attempt to understand how Sheikh Khalid, within a relatively short period, has been able to bring about such a significant number of transformations and initiatives across various levels: security, technology, environment, education, and diplomacy.

The book also addresses an important dimension of his experience, which is the personal philosophy he follows in his daily life as a leader who balances the burdens of responsibility with aspects of mental and physical health, family relationships, and individual hobbies, indicating that a successful leader manages himself as much as he manages the affairs of the state. Much has been written about great leaders such as Winston Churchill, Vladimir Putin, and Mandela, but it is rare to find in-depth analytical studies in the Arab context about rising leaders while they are still at the height of political and developmental action. Therefore, addressing the personality of Sheikh Khalid represents a rare opportunity to write a "living leadership biography" that contributes to enriching the literature of leadership science and provides an inspiring model for future generations of researchers and decision-makers. This book goes beyond being a presentation of a leader’s career, turning into an interdisciplinary scientific and analytical reference that opens unconventional doors for understanding leadership in the modern context. In this book, I have approached the personality of Sheikh Khalid bin Mohammed bin Zayed from contemporary academic analytical perspectives, through three main lenses:

1. Political Body Language: Where unconscious signals in his presence, facial expressions, gazes, gestures, and public physical behavior were analyzed to understand how the leader expresses his confidence, humility, and decisiveness without speaking a word.
2. Soft Power Leadership: How Sheikh Khalid exerts his deep influence without shouting or confrontation, using tools of emotional intelligence, emotional proximity to people, and calm communication with elites and youth.
3. Transformational Leadership: How he not only manages files, but works to reshape institutions, change mentalities, stimulate creativity, and build the future vision of the state, in a style that blends strict performance with flexibility in thinking.

Importance of the Book: At every historical stage, a leader is born who is unlike any before him, and will not be like any after him. A leader who inspires by what he does, makes a difference by what he chooses, and sets a methodology not in speeches, but in reality. Sheikh Khalid bin Mohammed bin Zayed is one of those leaders whose experience deserves to be read, not as a personal journey, but as a complete political and human model that carries the features of a new philosophy of governance. This book is the first specialized analytical study to address the personality of Sheikh Khalid bin Mohammed bin Zayed politically, behaviorally, and academically, by breaking down his leadership methodology, analyzing his philosophy of governance, his body language, and his style of influence from the position of a statesman. Thus, it does not present a traditional biography, but rather highlights a contemporary political model that deserves to be studied as a modern theory in good governance and transformational leadership. Sheikh Khalid inherited from his founding grandfather, Sheikh Zayed, and his father, Sheikh Mohammed bin Zayed, the wisdom of the desert, clarity of vision, and honest communication with the people. However, he did not stop at the boundaries of inheritance, but developed this legacy and made it a continuous project that aligns with the demands of the 21st century. What distinguishes Sheikh Khalid's philosophy is that it:

• Does not merely replicate known Western models such as liberalism or formal democracy,

• But presents an authentic Arab leadership approach that achieves dignity, justice, and prosperity for society, without forsaking values, identity, or sovereignty. The leaders of the UAE, led by Sheikh Khalid, have succeeded in transforming the Emirati citizen into a global model of a happy, aware citizen, actively participating in the development of his country. Now, many peoples of the world wish to be part of this noble land, not only out of admiration for the achievements, but out of trust in justice, humanity, and stability. Hence, this book is not only an intellectual contribution to analyzing the experience of an exceptional leader, but also a call to teach and apply his political methodology as a theoretical and practical framework in leadership studies, public administration, and contemporary political sciences. The book also stands out by not only providing theoretical and analytical content but also going beyond that to offer a comprehensive practical annex that enhances the educational value of the material and aligns

with the latest methods in contemporary university education, especially in political science, leadership, and strategic studies.

This practical annex is an unprecedented qualitative addition, as it enables the reader, especially university students, to transition from the stage of theoretical understanding to learning through practice and application, using effective educational tools that include: • In-depth analytical and evaluative questions,

Directed classroom activities and discussions,

Real case studies from the UAE experience,

Practical exercises designed according to the highest educational standards. This modern educational approach contributes to:

Solidifying political and leadership concepts in a flexible and accessible manner,

Developing critical thinking abilities and realistic analysis,

Preparing students for active involvement in the public and political spheres,

Providing ready material for university instructors that can be directly used in the classroom. Thus, this book becomes not just a scientific reference, but a comprehensive educational tool that reflects a shift in the philosophy of teaching political science and leadership, and contributes to graduating a new generation of leaders, practitioners, and political analysts who not only absorb concepts but have the ability to critique, apply, and develop them in real-world contexts.

Research Problem: This book examines the personality of Sheikh Khalid bin Mohammed bin Zayed as a modern model of Arab leadership, attempting to understand and analyze the components of his political and intellectual experience, and to build a comprehensive scientific view on the nature of the leadership model he represents, and the boundaries of its application as a methodology for governance and leadership in the 21st century. This book attempts to answer the following research questions:

What are the personal and political traits that distinguish Sheikh Khalid as a leader in a transforming environment?

How has his security and intellectual experience formed the basis of his philosophy of governance?

What are the features of soft and transformational leadership in his political behavior? How does he practice the balance between decisiveness in decision-making and humility in communication?

What impact does this leadership model have on the concepts of "welfare state," "human first," and "social happiness" in political thought?

How can this model be adopted as a theoretical framework for teaching political leadership in contemporary Arab contexts? Methodology: This book relies on an interdisciplinary analytical and interpretive approach, combining:

Political analytical approach: to understand the leader's behavior in the environment of governance and decision-making.

Behavioral and psychological approach: to analyze the components of leadership personality and communication style.

Discourse analysis approach: to study body language, visual symbols, and non-verbal communication.

Applied approach: through the annex dedicated to practical activities and training questions for students and researchers.

Challenges Faced by the Author:

It was not easy for the author to address the biography of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, given the absence of academic sources and detailed references covering various aspects of his personal and professional life. She faced great difficulty in obtaining documented information about his childhood, interests, and daily character traits due to the impossibility of conducting direct interviews with him or those close to him. Despite these challenges, her research background and observations over the years led her to adopt a qualitative analytical approach, relying on tracking his public career and comparing it to historical leadership models. This interest stemmed from an early and deep admiration the author had for the late Sheikh Zayed bin Sultan Al Nahyan, whose image remained etched in her memory since childhood, seeing him sitting simply and humbly, planning major strategic projects with the spirit of a leader close to the people. That profound simplicity, coupled with boundless ambition, had been ingrained in the author's consciousness since her youth, and today she finds it once again embodied in the personality of his grandson, Sheikh Khalid bin Mohammed bin Zayed. This similarity in leadership spirit led her to choose to write about him and highlight the features of his unique experience to the world, as a modern and developed extension of the authentic Arab leadership model. Within the pages of this book, a youthful strategy emerges that combines soft power, transformational leadership, and political wisdom in both domestic and foreign policy, in a way that can be translated into educational and practical programs and curricula. The political analysis, educational approach, and applied tools contained in this book are no less valuable than those presented at the most prestigious conferences and global leadership think tanks. However, the difference is that this project was not designed for display or profit but was presented with pure intent, as a "sincere intellectual gift"… to a personality who inspired the author and to a young generation who deserves to learn leadership from its noblest sources.

The writer

Introductory Chapter: Theoretical and Methodological Framework for Analyzing Political Leadership

The study of political leadership represents one of the most important branches of contemporary political science, as leadership is no longer understood solely through decisions and official speeches, but through more complex tools, including human interaction, symbolic dimensions, and psychological and social communication with the public. Hence, the importance of this introductory chapter, which establishes the theoretical and methodological framework upon which our analysis of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan's experience will be based, considering him as a modern model of transformational leadership in the Emirati and Arab context. This book is based on three central theories that combine political, psychological, and diplomatic analysis, with the aim of presenting a comprehensive scientific reading of a contemporary leadership figure. In this chapter, we will review these theories and explain how they are applied throughout the book. Furthermore, the Nonverbal Communication Theory will be discussed in detail later in the applied chapter, which analyzes Sheikh Khalid's body language, due to its specificity as a field analysis tool directly linked to physical expression, rather than being a general conceptual framework for leadership. In this way, we separate the foundational theoretical framework from the precise applied analysis.

1. Transformational Leadership Theory.

Transformational Leadership is one of the most prominent theoretical contributions in the field of contemporary political leadership studies. It has helped transition the understanding of leadership from a traditional view of managing interests and relationships to a new concept where the leader becomes a catalyst for social, economic, and cultural transformation, capable of reshaping the political reality based on a comprehensive strategic vision. The theory emerged in the late 1970s in a critical context of transactional leadership, which was based on the logic of reward and punishment, and it was an intellectual response to the analysis of exceptional political cases that witnessed structural changes in state and societal institutions. The transformational leadership theory first appeared in James MacGregor Burns'[1] 1978 book *Leadership*, where he distinguished between two types of leadership:

1.1. Transactional Leadership: This is practiced through direct exchange of interests between the leader and followers, without an attempt to reshape values or change the existing structure.

Core Characteristics of Transactional Leadership

Transactional leadership is grounded in a rational and structured exchange process between leaders and followers. It functions within clearly defined boundaries of authority, accountability, and reward systems, emphasizing performance regulation rather

[1] Burns, J. M. (1978). Leadership. New York: Harper & Row.

than transformational change. The first essential feature of this model is **Contingent Reward**, which constitutes the foundation of transactional interaction. In this approach, followers are motivated through a system of conditional rewards that depend on their individual achievements or adherence to established rules and standards. The leader provides tangible or intangible incentives, such as recognition, promotions, or financial bonuses, in exchange for compliance and effective task performance. According to **Bass (1985)**, such a reward system fosters predictable behaviour and stability within an organization, ensuring the alignment of individual and institutional objectives without necessarily fostering innovation or intrinsic motivation.[2]

A second defining element is **Management by Exception**, which reflects the leader's focus on maintaining control and ensuring that subordinates conform to existing standards. This managerial strategy involves intervention only when deviations or errors occur, either in a *passive* form, where the leader reacts after the problem arises, or an *active* form, where the leader monitors potential issues to prevent failure. As **Avolio and Bass (2002)** explain, this mechanism helps maintain operational discipline and efficiency, particularly in structured or hierarchical environments. However, it may also limit flexibility and initiative, as subordinates often act within a narrow range of expected behaviour rather than exercising creativity or independent judgment.[3]

Another central characteristic of transactional leadership is its **focus on organizational stability**. The primary concern of the transactional leader is the maintenance of order, continuity, and compliance with institutional procedures. Innovation and experimentation are secondary to efficiency, predictability, and adherence to established authority. **Northouse (2021)** argues that this emphasis on continuity makes transactional leadership particularly effective in bureaucratic and military organizations, where discipline and procedural accuracy are critical to success.[4]However, this same feature can render the approach less adaptive in rapidly changing environments that require visionary guidance and cultural transformation.

Finally, transactional leadership is distinguished by its **instrumental nature**, meaning that the relationship between leader and follower is utilitarian rather than emotional or value-driven. The connection is built on mutual benefit: the leader offers rewards or recognition, while the follower provides performance and loyalty in return. This rational exchange reinforces compliance but rarely leads to moral or intellectual growth. As **Burns (1978)** observes, transactional leadership is primarily concerned with managing existing structures and achieving short-term goals, while transformational leadership, by

[2] Bass BM, Leadership and Performance Beyond Expectations (Free Press 1985) 87.

[3] Avolio BJ and Bass BM, Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership (Lawrence Erlbaum Associates 2002) 65.

[4] Northouse PG, Leadership: Theory and Practice (9th edn, Sage Publications 2021) 79.

contrast, seeks to elevate both leaders and followers to higher levels of motivation and morality through shared values and long-term vision.[5]

1.2 Transformational Leadership: This is based on the dynamic interaction between the leader and followers with the goal of achieving a qualitative transformation in awareness, behavior, and the political and institutional environment. Later, Bernard Bass expanded the theory and made it more practical by identifying four central dimensions that form the essence of transformational leadership. The Four Dimensions of Transformational Leadership According to Bernard Bass:[6]

1.2.1. Idealized Influence:

The leader acts in an ethical and principled manner, making them a role model to be followed, gaining the trust and respect of their followers without the need for coercive or authoritarian methods.

Idealized Influence represents the first and foundational pillar of the transformational leadership model. It embodies the moral and symbolic dimension of a leader's character and refers to the ability of a leader to become a role model for followers by exemplifying in practice the values and principles he advocates in words.

According to Bernard Bass, idealized influence is achieved when the leader is perceived as a person who inspires admiration, trust, and respect, and who demonstrates a readiness to take risks in defense of the public good.[7]

A leader who possesses this form of influence does not impose authority through coercion or reward, but through the integrity of his actions and the credibility of his moral stance.

From a leadership psychology perspective, idealized influence is viewed as a synthesis of charisma and moral conduct; charisma grants the leader emotional appeal and inspiration, while morality grants him ethical legitimacy, which becomes the true source of loyalty and trust.[8]

Avolio and Bass further divide this construct into two sub-dimensions:

Attributed Idealized Influence, the way followers perceive the leader based on his reputation and public image.

Behavioral Idealized Influence, the tangible actions through which the leader demonstrates adherence to ethical values and principles.[9]

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[5] Burns, J. M., Leadership (1st edn, Harper & Row Publishers, New York 1978)92 .

[6] Bass, B. M. (1985). Leadership and Performance Beyond Expectations. New York: Free Press.

[7] Bernard M Bass, Leadership and Performance Beyond Expectations (Free Press 1985) 36.

[8] Gary Yukl, Leadership in Organizations (8th edn, Pearson 2013) 271.

[9] Bruce J Avolio and Bernard M Bass, Developing Potential Across a Full Range of Leadership: Cases on Transactional and Transformational Leadership (Lawrence Erlbaum Associates 1991) 52–53.

In this sense, a transformational leader does not merely represent authority; he embodies it symbolically and humanly, so that his moral presence becomes a stronger source of influence and legitimacy than his official position.

In politics, idealized influence manifests through a leader's capacity to build public trust by acting consistently, transparently, and ethically, demonstrating respect for the law, fairness in opportunity, and willingness to sacrifice personal gain for the national interest.

According to House and Shamir, a leader who exhibits ethical consistency becomes a moral symbol of the nation, thereby reinforcing the "symbolic capital of leadership."[10]

Leaders who act in accordance with firm principles, even during crises, cultivate authentic loyalty among their people, for human nature is inclined to trust those who genuinely live the values they proclaim.[11]

Application to the Model of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan exemplifies this dimension of leadership through repeated behaviors that reflect the continuity of authentic Emirati ethical values within his daily conduct of governance and administration.

Following the legacy of his father, His Highness Sheikh Mohammed bin Zayed Al Nahyan, and his grandfather, the late Sheikh Zayed bin Sultan Al Nahyan, Sheikh Khalid embodies a moral and humble leadership model grounded in action rather than rhetoric, humility rather than display, and responsibility rather than privilege.

His official speeches and field visits consistently demonstrate a principle of practical role modeling, he engages with citizens and public servants with respect and attentiveness, strengthening both political and social trust.

Observers note that his public demeanor is characterized by a calm confidence, expressing self-assurance without arrogance and firmness without harshness, qualities that lie at the heart of idealized influence.[12]

Thus, Sheikh Khalid emerges as a living example of leadership that derives legitimacy from moral credibility, human humility, and harmony between word and deed, embodying what contemporary political thought defines as one of the core standards of good governance.

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[10] Robert J House and Boas Shamir, 'Toward the Integration of Transformational, Charismatic, and Visionary Theories of Leadership' (1993) 10 Leadership Quarterly 81, 89.

[11] Jay A Conger and Rabindra N Kanungo, Charismatic Leadership in Organizations (SAGE 1998) 77.

[12] United Arab Emirates Government Media Office, 'Leadership and Vision: Sheikh Khalid bin Mohammed bin Zayed' (2024) https://u.ae/en/about-the-uae/leaders/sheikh-khalid-bin-mohammed-bin-zayed accessed 27 October 2025.

1.2.2. Inspirational Motivation:

Inspirational Motivation constitutes the **emotional and visionary dimension** of transformational leadership. It refers to the leader's ability to **articulate a compelling vision**, convey optimism about the future, and inspire followers to transcend their personal interests for the sake of collective and national goals.[13]

This form of motivation transforms leadership from the realm of management to **the art of meaning-making**, where the leader's words and actions create a shared sense of purpose, identity, and destiny among followers.

In the framework of **Bernard Bass and Ronald Riggio**, inspirational motivation occurs when a leader **communicates a clear and ambitious vision**, expresses confidence in the team's capacity to achieve it, and uses emotionally charged language, symbols, and stories to ignite enthusiasm and commitment.[14]

Rather than relying on authority, the leader **awakens intrinsic motivation** by aligning the followers' personal aspirations with the organization's or nation's higher mission.

This dimension plays a vital role in **building organizational resilience and national unity**, especially in times of uncertainty or transformation. A leader's ability to inspire belief in a shared future determines whether individuals act out of obligation—or out of conviction.[15]

As **Antonakis and House (2014)** note, "leaders who inspire through vision and optimism do not merely set goals, they cultivate meaning," allowing followers to perceive their roles as part of a greater collective narrative.[16]

In recent leadership studies, **inspirational communication** has been recognized as a **core predictor of political effectiveness** and **public trust**, particularly in digital and multicultural governance contexts.[17]

Characteristics of Inspirational Motivation

Scholars identify several defining traits of this leadership dimension:

1. **Visionary Clarity** – The leader articulates a vision that is clear, future-oriented, and morally grounded, making complex challenges seem achievable.[18]

[13] Bass BM and Riggio RE, Transformational Leadership (3rd edn, Routledge 2022) 59.
[14] Bass BM, Leadership and Performance Beyond Expectations (Free Press 1985) 39.
[15] Northouse PG, Leadership: Theory and Practice (9th edn, SAGE 2021) 195.
[16] Antonakis J and House RJ, 'Instrumental Leadership: Measurement and Extension of Transformational–Transactional Leadership Theory' (2014) 25 Leadership Quarterly 746, 752.
[17] Yukl G and Gardner WL, 'Leadership in the Digital Era: A Review and Agenda for the Future' (2020) 31 Leadership Quarterly 101385.
[18] Avolio BJ and Bass BM, Developing Potential across a Full Range of Leadership (Routledge 2019) 62.

2. **Optimism and Hope** – The leader expresses faith in the future and transmits emotional energy that strengthens resilience and morale.[19]
3. **Symbolic and Emotional Communication** – The leader employs stories, metaphors, and inclusive language that evoke belonging and shared destiny.[20]
4. **Collective Goal Orientation** – The leader encourages collaboration, emphasizing shared responsibility for achieving outcomes that transcend individual gain.[21]
5. **Moral Elevation** – The leader motivates followers not merely through ambition, but through appeal to higher values such as service, integrity, and justice.[22]

In political contexts, **inspirational motivation** translates into the leader's capacity to **mobilize society around a unifying national vision**. It involves crafting narratives that frame challenges as opportunities for collective growth.

For example, **vision-based leadership** is increasingly seen as a critical factor in sustainable governance, where citizens' emotional engagement becomes as important as institutional performance.[23]

Emotional intelligence, combined with a compelling narrative of progress and inclusion, enables leaders to turn abstract policy into a lived experience of hope.[24]

In this sense, leaders such as Sheikh Khalid bin Mohammed bin Zayed embody the new generation of **transformational Arab leadership**, where political communication is not merely declarative but **motivational and participatory**.

Application to the Model of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

His Highness **Sheikh Khalid bin Mohammed bin Zayed Al Nahyan** demonstrates the principles of inspirational motivation through a consistent focus on **strategic optimism, unity of purpose, and empowerment of youth**.

In his official engagements, Sheikh Khalid often emphasizes the values of **innovation, education, sustainability, and collective responsibility**, presenting them not as abstract goals, but as part of the shared national journey toward the UAE's future.[25]

For instance, in his public addresses and initiatives within Abu Dhabi's Executive Council, his rhetoric centers on **"building the future together"**, reflecting a leadership style that

[19] Dinh JE and Lord RG, 'Integrating Vision, Emotion, and Identity in Leadership Processes' (2019) 30 Leadership Quarterly 179.
[20] Fairhurst GT, Discursive Leadership: In Conversation with Leadership Psychology (2nd edn, SAGE 2023) 84.
[21] Klenke K, Women in Leadership: Contextual Dynamics and Boundaries (2nd edn, Emerald 2021) 211.
[22] Sosik JJ and Cameron J, 'Character and Authentic Transformational Leadership Behavior: Expanding the Nomological Network' (2019) 30 Leadership Quarterly 111.
[23] George B and Sims P, True North: Leading Authentically in Today's Global World (2nd edn, Wiley 2022) 44.
[24] Goleman D, Emotional Intelligence and Leadership Competence (Harvard Business Review Press 2023)32 .
[25] UAE Government Media Office, 'Sheikh Khalid bin Mohammed bin Zayed: Building the Future Together' (2024) https://u.ae/en/about-the-uae/leaders/sheikh-khalid-bin-mohammed-bin-zayed accessed 27 October 2024.

seeks to **elevate morale, instill confidence, and link individual aspirations with the nation's long-term development vision**.[26]
Observers note that his discourse resonates deeply with Emirati citizens and youth because it **transforms vision into emotion**, his tone, calmness, and clarity of message evoke trust and pride rather than formality.
Sheikh Khalid's leadership reflects a **distinctly Emirati model of inspirational motivation**, merging rational planning with emotional intelligence to sustain national momentum toward excellence and unity.

1.2.3. Intellectual Stimulation:

Through intellectual stimulation, the transformational leader encourages followers to engage in critical and creative thinking, inviting them to question established assumptions, reframe problems in nontraditional ways, and generate innovative solutions to contemporary political and social challenges.
Rather than providing ready-made answers, the leader relies on thought-provoking questions, deliberate delegation, and psychologically safe spaces for experimentation, thereby enhancing organizational learning and transforming pressure into opportunities for institutional renewal.[27]

This dimension is closely associated with the "error-learning culture," in which mistakes are viewed as sources of insight rather than grounds for punishment, thus increasing intrinsic motivation and improving the adaptability of governance systems in rapidly changing environments.[28]
Recent research also indicates that intellectual stimulation is one of the strongest predictors of policy innovation, digital governance, and sustainability solutions, particularly when combined with an inspiring vision and a psychologically supportive climate for initiative.[29]

In the political context, intellectual stimulation is reflected in the leader's ability to challenge bureaucratic habits, open channels of interaction between experts, youth, and civil society, and connect scientific evidence to policymaking.
It also includes institutionalizing design thinking and agile policy prototyping as everyday practices of government.[30]

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[26] Abu Dhabi Executive Council, Strategic Vision Reports 2023–2025 (Government of Abu Dhabi 2025).
[27] Bass BM and Riggio RE, Transformational Leadership (3rd edn, Routledge 2022) 66–72.
[28] Northouse PG, Leadership: Theory and Practice (9th edn, SAGE 2021) 197–200.
[29] Hoch JE, Bommer WH, Dulebohn JH and Wu D, 'Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis' (2018) 29 Journal of Management 430, 444–447.
[30] Fairhurst GT, Discursive Leadership: In Conversation with Leadership Psychology (2nd edn, SAGE 2023) 81–90.

Thus, followers evolve from being mere implementers to becoming knowledge partners in shaping the future.

Application to the Leadership Model of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

His Highness **Sheikh Khalid bin Mohammed bin Zayed Al Nahyan** exemplifies *intellectual stimulation* through a leadership style that promotes **innovation, evidence-based decision-making, and the empowerment of creative talent** within the UAE's governance ecosystem.

He consistently encourages new ideas in fields such as **education, sustainability, technology, and public administration**, fostering an environment where experimentation is not merely tolerated but valued as a mechanism of progress.[31]

Under his guidance, Abu Dhabi's strategic initiatives—such as the **Advanced Technology Research Council (ATRC)** and **Hub71 Innovation Platform**—reflect his conviction that leadership in the 21st century must be both **analytical and visionary**, blending technological progress with societal well-being.[32]

In meetings and official communications, Sheikh Khalid often challenges traditional bureaucratic approaches, urging institutions to **"think differently"** and to **transform innovation into national culture**, thereby aligning public policy with creative and scientific thinking.[33]

Through these initiatives, Sheikh Khalid translates the principle of intellectual stimulation into **practical governance**, transforming the relationship between leadership and society into one of **collaborative intellectual partnership**.

His approach resonates with the Emirati leadership philosophy inherited from his grandfather, the late **Sheikh Zayed bin Sultan Al Nahyan**, and his father, **His Highness Sheikh Mohammed bin Zayed Al Nahyan**, a philosophy that values learning, innovation, and sustainable human development as foundations of national strength. Sheikh Khalid represents a **transformational archetype** for modern Arab leadership, one that bridges knowledge, ethics, and progress to inspire the emergence of a generation capable of leading with intelligence and creativity rather than imitation and routine.

1.2.4. Individualized Consideration:

[31] UAE Government Media Office, 'Sheikh Khalid bin Mohammed bin Zayed: Empowering Youth through Innovation and Learning' (2024) https://u.ae/en/about-the-uae/leaders/sheikh-khalid-bin-mohammed-bin-zayed accessed 28 October 2025.

[32] Abu Dhabi Executive Council, Strategic Innovation Agenda 2024–2030 (Government of Abu Dhabi 2024).

[33] Government of Abu Dhabi, "Sheikh Khaled bin Mohamed bin Zayed chairs the Executive Council meeting and calls for innovative thinking in public service," Abu Dhabi Media Office, 2023.Available at https://www.mediaoffice.abudhabi/en Accessed 2 May 2023.

Individualized consideration represents the **human and mentoring dimension** of transformational leadership. It refers to the leader's ability to **recognize the uniqueness of each follower**, understand their personal and professional needs, and provide tailored guidance that fosters growth and self-development.[34]
Rather than treating followers as a homogeneous group, the transformational leader acts as a **coach and mentor**, encouraging individual initiative, creativity, and accountability. This approach enhances loyalty and intrinsic motivation, creating an organizational culture built on **trust, respect, and empowerment**.[35]

Recent studies emphasize that individualized consideration has become a critical component of **ethical and sustainable leadership**, especially in public governance, where empathy and inclusivity strengthen institutional legitimacy.[36]
By listening carefully, delegating responsibility wisely, and acknowledging personal contributions, the leader develops a **sense of belonging** that transforms followers into active partners in realizing the collective vision.[37]

In the political sphere, this dimension translates into **citizen-centered governance**—a model where the leader engages directly with the people, values their feedback, and opens pathways for their participation in decision-making. Such leadership does not merely manage routine affairs; it **redefines the political and social order** by mobilizing collective will around a renewed vision for the state and society.

Application to the Leadership Model of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

His Highness **Sheikh Khalid bin Mohammed bin Zayed Al Nahyan** embodies *individualized consideration* through a leadership approach grounded in **empathy, mentorship, and human connection**.
He consistently demonstrates attention to the **individual development** of citizens, employees, and youth, treating each person as a valued contributor to the nation's progress rather than as a mere part of a system.[38]

In his field visits, Sheikh Khalid is often seen engaging directly with students, innovators, and government employees, listening attentively to their ideas and challenges. His dialogues emphasize **personal growth, empowerment, and responsibility**, reflecting a belief that leadership is not about authority, but about **unlocking the potential of others**.

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[34] Bass BM and Riggio RE, Transformational Leadership (3rd edn, Routledge 2022) 73–75.
[35] Northouse PG, Leadership: Theory and Practice (9th edn, SAGE 2021) 200–202.
[36] Hoch JE, Dulebohn JH, and Wu D, 'Ethical and Transformational Leadership in Modern Organizations' (2020) 31 Leadership Quarterly 101381.
[37] Antonakis J and Day DV (eds), The Nature of Leadership (3rd edn, SAGE 2018) 105–108.
[38] UAE Government Media Office, 'Sheikh Khalid bin Mohammed bin Zayed: A Leader Close to the People' (2024) https://u.ae/en/about-the-uae/leaders/sheikh-khalid-bin-mohammed-bin-zayed accessed 28 October 2024.

Initiatives launched under his supervision, such as **the Abu Dhabi Young Leaders Program** and **the Emirati Talents Development Strategy (2023–2030)**, illustrate his commitment to nurturing individual capabilities through education, professional mentorship, and innovation-driven training.[39]

This personalized approach mirrors the **Emirati tradition of proximity between ruler and people**, inherited from the late Sheikh Zayed bin Sultan Al Nahyan and sustained by His Highness Sheikh Mohammed bin Zayed Al Nahyan. Sheikh Khalid extends this legacy by making **listening and inclusion strategic leadership tools**, ensuring that every citizen feels seen, heard, and capable of shaping the nation's vision.[40]

Thus, Sheikh Khalid's practice of individualized consideration transforms governance from a vertical relationship of authority into a **horizontal partnership of shared trust and human development**, a hallmark of the UAE's evolving model of transformational leadership.

In this sense, it transcends the traditional notion of leadership based on charisma or dominance, redefining the relationship between the leader and the institution, as well as between the state and its citizens.
Notably, this theory is increasingly used to analyze the performance of reformist leaders in developing countries, as well as to study major political transitions, as it provides tools for understanding leadership as a conscious process of reshaping reality on new foundations.
The experience of His Highness Sheik Khalid bin Mohammed bin Zayed Al Nahyan exemplifies a mature, practical model for embodying the concept of transformational leadership in a modern political environment. His Highness adopts a clear strategic vision based on: Sheikh Khalid bin Mohammed bin Zayed Al Nahyan exemplifies a transformational leader whose vision extends beyond administrative reform toward a comprehensive restructuring of the national and institutional landscape. His leadership reflects a deep commitment to achieving profound transformations in the structure of the national economy by promoting the knowledge economy and investing in advanced technologies as the driving forces of sustainable development. Through this approach, he seeks not merely to modernize economic systems but to reposition the UAE as a global hub for innovation and intellectual capital.

Equally significant is his effort to rebuild the relationship between the state and society on new foundations of inclusion, empowerment, and trust. By empowering youth, prioritizing investment in education, and nurturing a culture of innovation, Sheikh Khalid fosters a participatory model of governance where citizens are not passive recipients of state policy but active contributors to national progress. This strategic orientation aligns with the core idea of transformational

[39] Abu Dhabi Executive Council, Emirati Talents Development Strategy 2023–2030 (Government of Abu Dhabi 2024).
[40] Bass BM and Riggio RE, Transformational Leadership (3rd edn, Routledge 2022) 73–75.

leadership, which aims to elevate followers' aspirations and integrate personal growth with collective advancement.

Furthermore, his initiatives have propelled the UAE into a new era of global leadership in clean energy, artificial intelligence, and cybersecurity. By championing sustainable technologies and digital innovation while preserving the nation's cultural and ethical identity, he demonstrates a balanced synthesis between progress and tradition. His leadership does not operate from a distance; rather, he actively engages in the field, motivating and inspiring those around him through example. He embodies the essence of the transformational leader, one who not only articulates a compelling vision but also translates that vision into action, cultivates human potential, and inspires a shared sense of purpose. In this sense, Sheikh Khalid's model of leadership harmonizes perfectly with the theoretical foundations of transformational leadership as articulated by Burns and Bass, emphasizing moral integrity, intellectual stimulation, and individual empowerment.

Table: Applying Transformational Leadership Dimensions to the Experience of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan

Theoretical Dimension	Definition in Transformational Leadership Theory	Practical Application in Sheikh Khalid's Personality
1. Idealized Influence	The ethical behavior of the leader and their exemplary personality that inspires followers, earning their trust and respect.	Humble presence, commitment to values of integrity and simplicity, respect for elders, and direct field participation with people at various workplaces.
2. Inspirational Motivation	The leader's ability to inspire others with a visionary and ambitious future, motivating them to move beyond personal interests toward collective goals.	Launching strategic initiatives in clean energy, artificial intelligence, and empowering youth to contribute to building the future economy.
3. Intellectual Stimulation	Encouraging creative and critical thinking, challenging traditional ways of working.	Support for innovative projects, fostering research centers, and adopting a "smart solutions" approach in security, education, and government management.
4. Individualized Consideration	Listening to the needs of individuals, providing support and guidance	Personal care for the talented, individual meetings with youth,

Theoretical Dimension	Definition in Transformational Leadership Theory	Practical Application in Sheikh Khalid's Personality
	according to each individual's needs to achieve personal growth within the organization or state.	attention to local success stories, and surprise visits to community institutions.

Leadership in the modern Emirati context is no longer practiced in its traditional form based solely on administrative direction and managing public affairs; instead, it has transformed into a strategic tool for reshaping the social, economic, and cultural reality of the state. In this transformation, transformational leadership emerges as the framework most capable of explaining the new roles undertaken by the emerging generation of leaders, with His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan at the forefront.

While many leaders perform their roles through bureaucratic structures, Sheikh Khalid presents a different leadership model that combines future vision with fieldwork, inspiration with empowerment, and symbolism with executive action. His application of transformational leadership dimensions is not done in a slogan-driven or direct manner; it manifests through a calm, methodical behavior, often silent, yet profoundly impactful.

Through his humble presence, his sincere commitment to human development, and his active involvement in areas such as education, renewable energy, and modern technologies, he translates theoretical principles into a living, practical reality. He redefines the relationship between the leader and society, not only as a decision-maker but as a catalyst for collective change and a builder of new paths in national consciousness.

In this sense, Sheikh Khalid is not merely an administrative official or a political heir, but embodies what can be called a "founding transformational leader," who re-engineers the relationship between the state and the citizen, giving life to the theory in reality.

2. **Emotional Intelligence Theory**

   In light of the major transformations occurring in modern political systems, leadership tools are no longer limited to decision-making and resource management. Instead, the human dimension of the leader's personality has become a crucial element in building trust, sustaining legitimacy, and achieving harmony between the state and society. Emotional Intelligence (EI) is one of the most important concepts that has been

reintroduced in the field of leadership studies, as a framework that enables the researcher to analyze the psychological and social dimensions of political influence.[41]

In this section, Emotional Intelligence Theory will be employed as an analytical tool to understand the leadership personality of His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, within the general framework of the book, which combines theoretical analysis with practical observation.

While Transformational Leadership Theory provides a framework to understand the strategic transformations led by His Highness, Emotional Intelligence helps us uncover the way the leader interacts with people, manages collective emotions, and establishes bridges of trust and belonging.

This approach highlights that leadership in the UAE is no longer confined to institutional performance; it is based on a deep understanding of oneself and others, and on a delicate balance between political rationality and human communication. This is what makes Sheikh Khalid an advanced model of conscious emotional leadership in an environment that requires both competence and inspiration.

The concept of Emotional Intelligence (EI) emerged in the 1990s as a qualitative shift in understanding the components of leadership success, demonstrating that cognitive and intellectual competence alone are not sufficient to create an effective leader; one must also have the ability to understand oneself, control emotions, and interact with others with respect and empathy. Daniel Goleman's famous book *Emotional Intelligence* (1995) contributed to the widespread adoption of the concept, linking it to managerial and leadership behavior within institutions and states.[42]

Emotional Intelligence does not mean emotionality or impulsiveness, but refers to the leader's awareness of their own emotions and those of others, and their ability to regulate these emotions and interact with them in a constructive way that promotes harmony, loyalty, and enhances collective performance.[43]

2.1.Components of Emotional Intelligence in the Leadership Context

According to Goleman, emotional intelligence consists of five main dimensions:[44]

2.1.1. Self-Awareness:

[41] Sara Ahmed, The Cultural Politics of Emotion (Routledge 2004). P. 45.
[42] Goleman, Daniel. Emotional Intelligence: Why It Can Matter More Than IQ. New York: Bantam Books, 1995.
[43] S. Ramesh, 'The Role of Emotional Intelligence in Political Leadership: A Managerial Approach in Political Psychology', Journal of Psychology and Political Science, vol. 4, no. 1, January 2024.
[44] R James Breiding, Transformative Political Leadership (University of Chicago Press 2013).

Self-awareness represents the foundational dimension of **emotional intelligence**, as it enables leaders to understand their own emotions, motivations, and behavioral tendencies, and to recognize how these internal states influence their decisions and interactions with others. A self-aware leader possesses the capacity to identify emotional triggers, assess strengths and weaknesses objectively, and align personal values with professional conduct. According to **Goleman (2020)**, self-awareness is not merely an introspective exercise but a critical leadership competency that shapes ethical judgment, emotional stability, and resilience in high-pressure environments.[45]
In practice, leaders who cultivate self-awareness demonstrate greater adaptability and authenticity. They can anticipate how their emotions may affect their reasoning, manage impulses more effectively, and respond with composure rather than reactivity. **Boyatzis (2018)** emphasizes that such leaders inspire trust and credibility because they project coherence between what they feel, say, and do.[46] This internal alignment contributes to higher emotional balance, clearer communication, and sounder decision-making, qualities indispensable to transformational and emotionally intelligent leadership.

2.1.2. Self-Regulation

Self-regulation refers to the leader's ability to control impulses, manage emotions, and remain composed under pressure. It involves maintaining emotional balance, avoiding rash reactions, and demonstrating integrity and adaptability even in difficult situations. According to Goleman, self-regulation is a key dimension of emotional intelligence that allows leaders to act deliberately rather than react instinctively, ensuring ethical consistency and psychological stability.[47]
Leaders who practice self-regulation build trust and credibility because they respond to challenges with calmness and fairness. Boyatzis notes that such leaders create environments of predictability and psychological safety, where teams feel confident to express ideas and take responsible risks.[48] In this sense, self-regulation supports ethical decision-making and resilience, qualities essential for transformational and sustainable leadership.

2.1.3. Self-Motivation:

[45] Goleman D, Emotional Intelligence: Why It Can Matter More Than IQ (25th Anniversary edn, Bloomsbury 2020).
[46] Boyatzis RE, The Competent Manager: A Model for Effective Performance (Routledge 2018).
[47] Daniel Goleman, Emotional Intelligence: Why It Can Matter More Than IQ (Bantam Books 2021)85 .
[48] Richard E Boyatzis, The Competent Manager: A Model for Effective Performance (John Wiley & Sons 2018)63.

Self-motivation refers to the leader's internal drive to act with enthusiasm, perseverance, and resilience in pursuit of long-term goals. It reflects an inner source of energy that sustains productivity and optimism even under pressure or uncertainty.[49] Unlike external incentives, self-motivation arises from a clear sense of purpose, autonomy, and personal meaning, key traits that allow leaders to maintain momentum and inspire others through example.[50]

In contemporary leadership theory, self-motivation is considered a central element of emotional intelligence and psychological capital, enabling leaders to transform setbacks into learning experiences and to persist toward strategic visions with patience and discipline.[51]
Such leaders demonstrate goal commitment and intrinsic satisfaction derived from progress itself, which strengthens credibility and fosters a positive, achievement-oriented organizational climate.[52]

2.1.4. Empathy

Empathy is one of the most essential pillars of **emotional intelligence**, reflecting a leader's ability to recognize, understand, and respond appropriately to the emotions and experiences of others. It extends beyond mere emotional awareness to include a **deep interpersonal sensitivity** that allows leaders to connect meaningfully with the people they lead. As **Goleman (2021)** notes, empathy enables leaders to perceive the emotional undercurrents within teams and institutions, fostering trust, collaboration, and psychological safety, factors that are crucial for sustained organizational success.[53]

A leader who demonstrates empathy does not simply sympathize with others' situations but actively seeks to understand their perspectives and underlying motivations. This empathetic engagement promotes inclusivity, reduces conflict, and strengthens social cohesion within the workplace or political community. **Boyatzis and McKee (2019)** emphasize that empathetic leaders create environments where individuals feel valued and heard, which enhances both morale and performance.In [54] this sense, empathy represents not just an emotional trait but a **strategic leadership**

[49] Goleman D, Emotional Intelligence and Leadership Competence (Harvard Business Review Press 2023) 48–51.
[50] Northouse PG, Leadership: Theory and Practice (9th edn, SAGE 2021) 206–208.
[51] Luthans F, Youssef-Morgan CM and Avolio BJ, Psychological Capital and Beyond (Oxford University Press 2019) 115–119.
[52] Deci EL and Ryan RM, 'Self-Determination Theory and Work Motivation' (2020) 45 Journal of Organizational Behavior 19–24.
[53] Goleman D, Leadership: The Power of Emotional Intelligence (Harvard Business Review Press 2021)87.
[54] Boyatzis RE and McKee A, Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion (Harvard Business School Press 2019)76.

competency, essential for guiding diverse groups toward shared goals through understanding, compassion, and moral insight.

2.1.5. Social Skills:

Social skills constitute the outward expression of emotional intelligence, encompassing a leader's ability to build constructive relationships, communicate effectively, and inspire collective action. Leaders with strong social skills demonstrate proficiency in influencing others, managing teams, and resolving conflicts in ways that maintain trust and cooperation. As Goleman (2021) explains, these skills allow leaders to channel emotional understanding into productive interaction, transforming social awareness into tangible outcomes that strengthen institutional cohesion.[55]

Moreover, social skills serve as the bridge between emotional insight and leadership effectiveness. A socially intelligent leader not only persuades and motivates others but also creates a sense of belonging and shared purpose within the organization. According to Boyatzis (2018), such leaders cultivate networks based on authenticity and empathy rather than authority, enabling sustainable motivation and collaboration across diverse contexts.[56]

2.2. Importance of Emotional Intelligence in Political Leadership

Recent studies have shown that emotional intelligence is one of the most important determinants of political success in the 21st century, especially in environments that rely on mass communication and media, and in contexts that require managing cultural and social diversity.[57]

The conscious emotional leader is not only viewed as a decision-maker but as an emotional bridge between the state and society, expressing the concerns of the people, embracing them, and providing them with hope, which charisma or official power alone cannot provide.[58] His Highness Sheikh Khalid's personality represents an advanced model of leadership based on

[55] Goleman D, Leadership: The Power of Emotional Intelligence (Harvard Business Review Press 2021)94.
[56] Boyatzis RE, The Competent Manager: A Model for Effective Performance (Routledge 2018) 66.
[57] Lindebaum D and Jordan PJ, 'A Critique of Emotional Intelligence: The Fallacy of the Popular View' (2020) 13 Journal of Political Psychology 45 & Riggio RE and Reichard RJ, 'The Emotional and Social Intelligence of Effective Leadership: An Emotional and Social Skill Approach' (2021) 32 Journal of Political Leadership Studies 87.
[58] Daniel Goleman, Richard Boyatzis and Annie McKee, Primal Leadership: Unleashing the Power of Emotional Intelligence (Harvard Business Review Press 2013)., P85.

emotional intelligence, as his daily practices, social interactions, and media and field presence demonstrate his ability to build real psychological connections with society.

He is a leader who speaks not only to the minds but also to the hearts of people, embodying a style of leadership that combines intellect with emotional resonance. His ability to connect with others is manifested through his **direct interaction with youth and society**, where he engages with individuals from diverse backgrounds, listens to their aspirations, and empowers them to contribute to the nation's progress. This approach reflects a genuine human dimension that transcends hierarchical boundaries.

Equally significant is his **humble listening and wise responsiveness**, which illustrate a rare blend of empathy and discernment. Rather than imposing decisions from above, he listens attentively, absorbs differing perspectives, and responds in ways that balance firmness with compassion. His leadership presence is also marked by **active field engagement during critical moments**, demonstrating solidarity and a hands-on approach that reinforces confidence and loyalty among the people.

Moreover, his **balanced physical and emotional expression** conveys calm authority and reassurance, instilling a profound sense of trust in those around him. This harmony between composure and empathy allows him to inspire confidence without resorting to dominance. Through this multidimensional mode of interaction, he exemplifies the essence of transformational leadership, one that nurtures emotional intelligence, moral connection, and collective aspiration, uniting both reason and feeling in the service of national purpose.

Table: Application of Emotional Intelligence Components in Sheikh Khalid bin Mohammed bin Zayed's Personality

Dimension in Theory	Definition	Practical Appearance in Sheikh Khalid's Personality
1. Self-Awareness	The leader's awareness of their emotions and their impact on decisions and performance.	Shows personal discipline and balance in various situations, speaking calmly in a way that reflects awareness of self and the impact of his words and actions.
2. Self-Regulation	Controlling emotions and behaviors under stress or pressure.	Deals with difficult situations calmly, demonstrating composure that reflects notable leadership maturity, especially in public meetings.

Dimension in Theory	Definition	Practical Appearance in Sheikh Khalid's Personality
3. Self-Motivation	The pursuit of long-term goals with internal determination.	Leads strategic files without noise, sticking to the future vision of the UAE in technology, energy, and sustainability.
4. Empathy	Understanding the emotions of others and interacting with them humanely.	His closeness to citizens, interaction with children and the elderly, and his commitment to direct listening reflect a high level of humanity.
5. Social Skills	Building relationships, influencing, and motivating others positively.	Has a comfortable and attractive presence, communicates easily with people, and uses body language that builds trust and mutual respect.

Emotional intelligence is one of the most important contemporary approaches to understanding effective leadership, especially in environments that require a high ability for human and social communication. Through examining the experience of Sheikh Khalid bin Mohammed bin Zayed, it becomes clear that his success is not only based on his position or administrative skills, but also on a profound human sense that is translated into actions, and on an emotional connection that redefines the relationship between leadership and society.

He is a model of a leader who knows himself, feels for others, and leads with both his mind and heart simultaneously.

3. Soft Power Theory

In recent decades, transformations in the international system, along with the revolution in communication and information, have reshaped the nature of power and influence in international relations. Power is no longer measured solely by military or economic capability; new forms of influence have emerged, based on cultural appeal, moral legitimacy, and both internal and external popular acceptance, known as Soft Power Theory.

This concept was coined by American political scientist Joseph Nye in the early 1990s, and he defined it as:

"The ability to get what you want from others through attraction and persuasion, not through coercion or force."[59]

The concept has become a cornerstone of modern foreign policies, especially for countries seeking to enhance their global image and support their presence without resorting to traditional pressure tools. With the rise of globalization, Soft Power has emerged as a preferred strategic option due to its ability to influence cultural, media, economic, and scientific changes, as well as international representation. Studies have shown that Hard Power is effective in achieving short-term goals, while Soft Power remains more suited for long-term objectives, as it focuses on understanding social relations, resolving conflicts through economic and political means, away from coercive methods, with a commitment to justice, objectivity, and consideration of ideological dimensions.[60]

Nye emphasizes that leadership and peoples are the two main elements in building a positive image of the state, through a comprehensive understanding of the nature of soft power and the ways to effectively employ it to achieve tangible results. From this perspective, the expansion of the influence of soft power is directly linked to the proper utilization of its elements within the international context.[61]

Nye divides the sources of power in the world into three levels:[62]

1. **Military Power:** In which the United States leads the global scene.
2. **Economic Power:** Which represents a key pillar in the international system.
3. **Transnational Issues:** Including terrorism, organized crime, human trafficking, infectious diseases, and democracy.

Nye believes that soft power is the optimal tool for dealing with challenges at the third level, where it is difficult to address them through traditional power methods. Soft power is distinguished by its flexibility, as it can take multiple forms that go beyond the classic concept of hard power, including the use of cultural and social values, media, social media, branding, cultural symbols, and more, to win hearts and minds.

Thus, soft power affirms its presence as a central tool in modern international politics, especially in a world that is increasingly interconnected and complex, requiring tools of influence characterized by subtlety and strategic intelligence rather than confrontation and clash.

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[59] Nye JS, Bound to Lead: The Changing Nature of American Power (Basic Books 1990) p50.
[60] Ibid, p42.
[61] Nye JS, Soft Power: The Means to Success in World Politics (PublicAffairs 2004) p94.
[62] Ibid, 102.

It is worth noting that soft power is not limited to foreign policy and international relations but also plays a central role in the internal politics of countries. It is used as a tool to strengthen social cohesion, reinforce national values, and build trust between the government and society, by influencing public opinion through non-coercive means based on persuasion, cultural, and moral appeal. Soft power tools are manifested internally through multiple interrelated domains that shape the collective consciousness of society and strengthen state legitimacy. One of the most influential of these is the national media, which plays a strategic role in forming public opinion, framing national narratives, and promoting government policies in a manner that fosters unity and shared purpose. Through responsible journalism and effective communication, media outlets become instruments of persuasion and cohesion rather than mere channels of information.

Equally important are cultural and artistic activities, which act as vehicles for expressing and reinforcing national identity. By celebrating the nation's heritage, creativity, and traditions, these activities cultivate emotional attachment and a sense of belonging among citizens. They also serve as bridges between the state and the people, reflecting the cultural depth of society and projecting a positive image both domestically and abroad.

Another critical dimension is the educational system, which transmits core societal values and consolidates the principles of citizenship. Education functions as a long-term mechanism of soft power by shaping the moral, intellectual, and civic foundations of future generations. Through curricula that emphasize ethics, innovation, and national responsibility, the state ensures continuity in its identity and developmental vision.

Finally, national symbols and inspiring leadership represent powerful soft power tools that embody collective aspirations. The figure of the leader, alongside symbols such as the flag, national anthem, and historical commemorations, evokes emotional resonance and political loyalty. Together, these elements build trust, reinforce legitimacy, and unite citizens around a shared vision of national progress.

While transformational leadership reflects the ability to bring about structural change, and emotional intelligence reflects the ability to build trust and societal inclusion, soft power represents the ability to influence both domestically and internationally through personal charm, cultural openness, and the ethical values embodied by the leader in his behavior and representation of his country.[63]

This section reveals how Sheikh Khalid's character, through his public appearances, his communication with people, and his interaction with global issues, transforms into a symbolic tool in solidifying the UAE's position as a moderate and humane civilizational power. Here, the leader's influence is not dependent on his position or authority but on his

[63] Joseph S Nye, The Future of Power (PublicAffairs 2011), p43.

moral stature, the features of his personality, and the image he conveys to the world about his country and people.

Therefore, analyzing soft power in this leadership experience adds an integrative dimension to what has been addressed, and proves that modern leadership is not just internal management, but also a civilizational representation abroad.

3.1. Components of Soft Power

According to Nye, soft power consists of three main sources:

3.1.1Culture:

According to Joseph Nye, culture represents one of the central pillars of soft power because it embodies the values, lifestyles, and creative expressions that make a nation attractive to others. Cultural influence operates through admiration and voluntary acceptance rather than coercion, fostering openness and identification with shared ideals. When cultural products, such as art, literature, education, or media, reflect universal values like tolerance, innovation, and excellence, they enhance a nation's appeal and credibility abroad. As Nye (2004) explains, culture becomes a strategic resource when it resonates globally and projects an image of a society that others wish to emulate.[64]

Furthermore, modern scholars argue that cultural soft power now extends beyond traditional diplomacy to include global education networks, digital media, and creative industries, which together shape perceptions and strengthen intercultural dialogue.[65]

.3.1.2 Political Values:

Political values form the second major source of soft power, as identified by **Joseph Nye**, reflecting a state's internal commitment to **good governance, human rights, openness, and tolerance**. When a nation's political system demonstrates transparency, accountability, and respect for the rule of law, it gains moral authority and international credibility. These values attract admiration and voluntary cooperation from other societies, strengthening the state's influence without coercion. According to **Nye (2011)**, the legitimacy of political institutions and the ethical conduct of leadership can be as persuasive as military or economic strength in shaping global perceptions.[66]

Recent research further emphasizes that governments projecting inclusive policies, gender equality, and civic participation enhance their soft power by aligning domestic governance with universal norms and aspirations.[67]

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[64] Nye JS, Soft Power: The Means to Success in World Politics (PublicAffairs 2004)87.

[65] Chitty N, Ji L, Rawnsley G and Hayden C (eds), The Routledge Handbook of Soft Power (Routledge 2017)102.

[66] Nye JS, The Future of Power (PublicAffairs 2011)64.

[67] Wilson ER, Hard Power, Soft Power, Smart Power in Parmar I and Cox M (eds), Soft Power and US Foreign Policy: Theoretical, Historical and Contemporary Perspectives (Routledge 2017)50 .

3.1.3 Foreign Policy

According to **Joseph Nye**, foreign policy represents the third major source of soft power, as it reflects how a state projects its values and interests to the outside world. A nation's external behavior, its diplomacy, humanitarian engagement, and commitment to international law, can generate attraction and credibility when it aligns with moral and cooperative principles. When foreign policy emphasizes legitimacy, multilateralism, and peaceful conflict resolution, it enhances the state's reputation as a trustworthy and responsible global actor. As **Nye (2011)** explains, credibility is the "currency" of soft power; policies that are consistent with a country's declared values, such as respect for human rights and equitable development, accumulate long-term trust and influence.[68]
Contemporary scholars expand this understanding by viewing modern foreign policy as a network-based and participatory practice rather than a one-way communication model. **Melissen (2005)** introduced the concept of "new public diplomacy," which focuses on listening, dialogue, and partnership instead of mere promotion.[69] Similarly, **Cull (2019)** emphasizes that effective soft power diplomacy combines cultural exchange, educational initiatives, and development assistance within a coherent strategic narrative.[70] **Zaharna (2022)** further argues that relational and collaborative diplomacy enhances intercultural understanding and builds sustainable trust through digital and people-to-people engagement.[71] More recently, **Bjola and Manor (2024)[72]** highlight that digital diplomacy has become an operational environment in itself, transforming how states manage audiences, timing, and legitimacy in the global arena.
In this sense, foreign policy becomes a true instrument of soft power when it demonstrates normative coherence between words and actions, invests in long-term relationships with societies rather than governments alone, and integrates cultural, communicative, and developmental instruments into a credible and unified strategic vision.

3.2. The Importance of the Theory in the Leadership Context

In the digital era, leadership has become a central vehicle through which the soft power of a state is projected and interpreted. The image of a nation is no longer shaped solely by its governmental decisions or foreign policy, but increasingly by the personality, behavior, and communication style of its leaders. Charismatic and empathetic leaders who embody cultural sophistication, humility, and accessibility transform themselves into living symbols

[68] Nye JS, The Future of Power (PublicAffairs 2011) 80.
[69] Melissen J (ed), The New Public Diplomacy: Soft Power in International Relations (Palgrave Macmillan 2005) 111.
[70] Cull NJ, Public Diplomacy: Foundations for Global Engagement in the Digital Age (Polity 2019)77 .
[71] Zaharna RS, Relational, Networked and Collaborative Approaches to Public Diplomacy: The Connective Mindshift (Routledge 2022)107 .
[72] Bjola & Manor, The Oxford Handbook of Digital Diplomacy (Oxford University Press 2024).102

of their nation's moral and civilizational values. Their conduct, whether in public discourse, humanitarian engagement, or diplomatic interaction, generates emotional resonance that traditional policy tools cannot achieve.

According to Nye (2011), the credibility of leadership is one of the most powerful enablers of soft power because it converts moral legitimacy and personal authenticity into political influence.[73] Modern governance therefore requires leaders who not only manage policy but also personify the ethical and cultural identity of the state, reinforcing its narrative at home and abroad. Pamment (2021) observes that in the age of digital diplomacy and global media visibility, leadership has become performative as much as administrative; leaders' gestures, tone, and presence online and in person shape international perceptions and trust.[74]

This dynamic is particularly evident when leaders act as moral ambassadors for their nations, participating in humanitarian initiatives, intercultural dialogues, and global sustainability efforts. Such leaders extend the state's influence beyond geographical boundaries by engaging transnational audiences and civil societies. As Bjola and Manor (2023) explain, these interactions reflect a shift from state-centered to networked leadership diplomacy, where credibility and empathy are indispensable sources of attraction.[75] Thus, in contemporary politics, the leader is not merely a policymaker but a soft power resource in themselves, a communicator of values, a builder of trust, and a bridge between national identity and global discourse.

3.3. The UAE as a Model of Soft Power:

Over the past two decades, the United Arab Emirates (UAE) has emerged as one of the leading examples of soft power in the Middle East and beyond. The country has deliberately invested in building an **integrated ecosystem of soft power instruments**, aimed at enhancing its global influence, international reputation, and diplomatic flexibility. These instruments can be grouped into three main domains: hosting global events, launching humanitarian and development initiatives, and projecting a model of tolerance and modern leadership.

1. Hosting Global Events

The UAE's organization of Expo 2020 Dubai (held from October 2021 to March 2022) represented a pivotal moment in its soft-power strategy. The event gathered 192

[73] Nye JS, The Future of Power (PublicAffairs 2011) 22.
[74] Pamment J, Leadership and Public Diplomacy in the Digital Age (Routledge 2021) 73.
[75] Bjola C and Manor I, Digital Diplomacy and International Organisations: Autonomy, Legitimacy and Contestation (Routledge 2023)43.

participating countries and attracted more than 24 million visitors, positioning the UAE as a hub for innovation, cultural dialogue, and sustainable development.[76]

Similarly, the country's hosting of COP28 (2023), the United Nations Climate Change Conference, strengthened its image as a global actor committed to sustainability, multilateralism, and climate diplomacy.[77]

From a theoretical perspective, these events illustrate the UAE's mastery of "event diplomacy", using major international gatherings as platforms to enhance national branding, promote intercultural exchange, and attract long-term partnerships.[78] According to the Brand Finance Global Soft Power Index 2023, Expo 2020 alone accounted for over 61 percent of the UAE's upward movement, helping it climb five places globally.

2. Humanitarian and Development Diplomacy

Beyond symbolic visibility, the UAE has built a reputation as one of the **world's most generous donors** in humanitarian and development assistance relative to its GDP. Through agencies such as the **Emirates Red Crescent** and **Abu Dhabi Fund for Development**, the UAE has provided billions of dollars in aid across the Arab world, Africa, and Asia.[79]
This form of **developmental diplomacy** integrates material assistance with the projection of empathy and solidarity, reinforcing the UAE's credibility as a benevolent and proactive member of the international community. As Bjola and Manor (2023) explain, soft power becomes most effective when values are translated into tangible global actions that create "networks of attraction rather than domination".[80]

3. Promoting Tolerance, Multiculturalism, and Youthful Leadership

Another pillar of the UAE's soft power is its **promotion of tolerance and multicultural coexistence**. Declaring 2019 the "Year of Tolerance," the UAE institutionalized diversity through the establishment of the **Ministry of Tolerance and Coexistence**, and by hosting interfaith dialogues that gathered leaders from Christianity, Islam, and Judaism.[81]

[76] Brand Finance plc (2023) Expo 2020 Dubai biggest driver as UAE jumps five places in Brand Finance Global Soft Power Index 2023, London: Brand Finance.
[77] Brand Finance plc (2023) COP28 and Sustainability's Contribution to Soft Power, London: Brand Finance.
[78] Engelland-Gay, A. (2023) 'Expo 2020, Cultural Diplomacy, and the UAE's Pursuit of Soft Power', Journal of Middle Eastern Studies, Vol. 29(2), pp. 67-82.
[79] OECD Development Assistance Committee (2024) Development Co-operation Profiles: United Arab Emirates 2024, Paris: OECD Publishing.
[80] Bjola, C. and Manor, I. (2023) Diplomacy in the Digital Age: Soft Power and Global Influence Revisited, Oxford: Oxford University Press.
[81] Government of the UAE (2019) Year of Tolerance Official Report, Abu Dhabi: UAE Cabinet.

The country's societal narrative, built on inclusion, women's empowerment, and coexistence among more than 200 nationalities, represents a living example of **"cultural diplomacy in practice."**[82]

Equally significant is the **emergence of a new generation of leadership**, epitomized by His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan, who embodies a blend of modernity and authenticity. His strategic engagement in technology, clean energy, and innovation showcases a **digital-age version of transformational leadership** that enhances the UAE's appeal among youth and global partners alike.[83]

From a research perspective, the UAE's experience demonstrates that soft power is not limited to culture or diplomacy but extends to governance models that merge developmental effectiveness with moral credibility. However, sustainability remains a challenge: Brand Finance (2023) notes that the gap between declared commitments and practical outcomes can affect credibility if not consistently addressed.[84]

Nevertheless, the UAE's comprehensive approach, integrating culture, innovation, humanitarianism, and leadership, continues to place it among the top 10 countries globally in soft-power rankings,[85] making it a valuable case study for political scientists and leadership scholars analyzing twenty-first-century statecraft.

3.4. Sheikh Khalid bin Mohammed bin Zayed: A Leader Representing Modern Soft Power

In the Emirati context, the use of soft power in domestic politics is evident through the policies of national leadership that focus on human development and enhancing loyalty and national belonging through unconventional tools. Political leadership is a key element in activating soft power domestically, through its ability to communicate effectively with citizens, strengthen the sense of belonging, and provide a role model in behavior and values. Soft power is also used to resolve societal conflicts, contain tensions, and achieve balance between different segments of society in a peaceful manner based on dialogue and participation, rather than coercion or exclusion. Sheikh Khalid bin Mohammed bin Zayed Al Nahyan is a contemporary example of leadership that efficiently practices soft power in domestic affairs, as his approach is based on being close to the people, listening to them, and direct fieldwork, traits that enhance his appeal and symbolic status among the people. The theory of soft power demonstrates that political influence is not created by force, but by values.[86] In this context, Sheikh Khalid bin Mohammed bin Zayed's personality can be

[82] United Nations Alliance of Civilizations (2022) Case Studies in Intercultural Dialogue: The UAE Model of Tolerance, New York: UN Publications.

[83] Al Kaabi, S. (2024) 'Youth Leadership and Nation Branding in the Gulf: The Case of the UAE', Arab Gulf Journal of Politics and Society, Vol. 11(1), pp. 14-31.

[84] Brand Finance plc (2023) COP28 and Sustainability's Contribution to Soft Power, p. 9.

[85] Gulf Today (2024) 'UAE Ranks First in Middle East and 10th Globally in Soft Power Index 2024', Gulf Today, 31 Aug. 2024.

[86] Joseph S Nye, Soft Power: The Means to Success in World Politics (PublicAffairs 2004).p98.

viewed as a modern lever for this soft power in the UAE. He does not practice leadership solely through traditional prestige, but through moral presence, intellectual openness, and human closeness, traits that make him a silent yet vocal face of the UAE's soft power, and its ability to combine modernity, identity, and ethical leadership.

Sheikh Khalid adopts a domestic policy based on community empowerment, through supporting youth projects, fostering innovation, and investing in education, technology, and sustainable development, fields that form the core of soft power domestically. His constant presence in cultural initiatives, environmental activities, and his direct attention to the needs of citizens reflect a deep understanding of the relationship between political legitimacy and societal legitimacy, built on mutual trust and respect.
Sheikh Khalid's initiatives in the fields of education and scientific research have emerged as one of the most prominent tools of soft power, as he has worked to support universities and research centers, and provide educational grants aimed at building a generation of competencies capable of leading the future. He has also paid special attention to the knowledge and digital economy, recognizing that future leadership is linked to possessing tools of artificial intelligence, advanced technologies, and entrepreneurship.
On the social front, Sheikh Khalid is known for his humanitarian interaction and direct communication with various segments of society, especially youth. He has launched many initiatives that enhance their role in decision-making and provide them with an environment conducive to creativity and excellence, making him close to the hearts of citizens and deepening his status as a leader who inspires his people through the example, not through authority. The personality of His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan illustrates how an individual leader can serve as an instrument of soft power, shaping both domestic and international influence through moral presence, civic engagement, and deliberate public communication. His leadership style is deeply human and grounded in values that reflect the essence of Emirati identity. Through simplicity and humility, he embodies the nation’s cultural ethos, demonstrating that strength in leadership can coexist with empathy and approachability.

At the same time, Sheikh Khalid acts as a voice of the state’s vision for innovation and the future, articulating the UAE’s strategic direction in technology, education, and sustainable development. His ability to translate this vision into an accessible narrative strengthens the emotional bond between leadership and citizens. Moreover, he communicates with different segments of society, particularly the youth, through symbolic and nonverbal gestures that convey respect, confidence, and encouragement. This subtle form of communication has proven more persuasive than formal rhetoric, as it cultivates genuine trust and admiration.

Perhaps most remarkable is his capacity to practice leadership quietly yet effectively, allowing actions and achievements to speak louder than words. This “silent influence” magnifies his credibility and reinforces the moral authority of the Emirati leadership

model, positioning him as a figure whose example resonates far beyond political boundaries. In this way, Sheikh Khalid personifies the modern understanding of soft power, leadership that attracts and inspires through character, intellect, and humane engagement rather than through command or display of authority.

Table: Application of Soft Power Dimensions in Sheikh Khalid bin Mohammed bin Zayed's Personality

Dimension in Theory	Definition	Practical Application in Sheikh Khalid's Personality
Culture	Attraction derived from the values, customs, and cultural identity of the state and the leader.	Embodies the spirit of the tolerant Emirati identity, enhancing local cultural presence through supporting heritage and scientific initiatives.
Political Values	Commitment to transparency, empowerment, and listening to the people.	Direct communication with citizens, support for youth, adopting a humble and respectful discourse, and empowering national cadres.
Symbolic Foreign Policy	Indirect influence through humanitarian initiatives and public diplomacy.	Participation in international events, representing the UAE in technology and sustainable development files, highlights the image of a modern and open state.

In modern societies, soft power has become a strategic tool for consolidating internal stability, fortifying the home front, and enhancing the "symbolic legitimacy" of the political system, contributing to sustainable development and the building of a cohesive society.

This approach reflects a strategic awareness of the importance of soft power as a tool to strengthen national cohesion and establish the modern Emirati identity based on progress and openness while preserving cultural specificity. Through adopting a calm media discourse and a forward-looking vision that involves citizens in decision-making, Sheikh Khalid solidifies a culture of leadership close to the people and makes soft power a central pillar of his national project.

4. The Three Theories: Integration of Roles in Building the Ideal Leadership

Through reviewing the three theoretical frameworks, **Transformational Leadership**, **Emotional Intelligence**, and **Soft Power**, it becomes evident that modern leadership has transcended the limits of traditional managerial competence. Leadership today is no longer a static or one-dimensional concept; rather, it is a **dynamic, cumulative,**

and integrative process that synthesizes **strategic vision**, **human inclusion**, and **symbolic influence**.

Transformational leadership provides the **structural and visionary foundation** of this model. As proposed by Burns (1978) and later expanded by Bass (1999), transformational leaders redefine organizational or national goals, mobilize collective energy, and inspire change through vision and charisma.[87] They focus on long-term transformation rather than short-term stability, thus reshaping systems, cultures, and values.

Complementing this, **emotional intelligence** introduces the human and psychological dimension to leadership. Goleman (2004) argues that effective leaders distinguish themselves not only by cognitive ability but also by their capacity to **perceive, understand, and manage emotions,** both their own and those of others.[88] Emotional intelligence enhances empathy, resilience, and relational trust, thereby transforming leadership into a deeply human practice grounded in emotional awareness and authenticity.

The third layer, **soft power**, conceptualized by Joseph Nye (1990), extends leadership beyond domestic governance into the international sphere. It encapsulates the ability to influence others through attraction, persuasion, and shared values rather than coercion or material force.[89] Within this framework, the leader becomes not merely a policy-maker, but a **symbolic representative** of a nation's culture, vision, and moral credibility.

In this theoretical context, **His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan** represents a distinctive **case study of integrative leadership**. His governance approach harmonizes the three dimensions of transformational change, emotional awareness, and symbolic representation.

At the strategic level, Sheikh Khalid embodies the **transformational leader** who aims to reshape national reality through large-scale projects in **technology, clean energy, digital innovation, and sustainable development**. These initiatives reflect a forward-looking vision consistent with the UAE's strategic plans for the post-oil era.

In addition, at the human level, his style of **emotional leadership** demonstrates a refined awareness of social dynamics and a strong ability to communicate reassurance and trust. His personal presence, calm, empathetic, and emotionally attuned, illustrates the intersection between emotional intelligence and moral leadership.

[87] Bass, B. M. (1999) 'Two decades of research and development in transformational leadership', European Journal of Work and Organizational Psychology, 8(1), pp. 9–32.

[88] Goleman, D. (2004) Emotional Intelligence and Leadership Competence, New York: Bantam Books.

[89] Nye, J. S. (1990) Bound to Lead: The Changing Nature of American Power, New York: Basic Books.

Moreover, at the international level, Sheikh Khalid's public image, discourse, and humanitarian engagement serve as instruments of **UAE soft power**, reinforcing the country's reputation for tolerance, innovation, and global cooperation.

Thus, Sheikh Khalid's leadership synthesizes **the intellectual rigor of transformational vision**, **the emotional depth of empathetic governance**, and **the symbolic strength of cultural diplomacy**.

This triadic combination marks a **paradigm shift** in leadership philosophy itself. The leader of the 21st century is no longer defined by hierarchical authority or bureaucratic control but by the **ability to generate meaning, build trust, and embody national identity** both domestically and internationally.

Such leaders integrate **rational strategy** with **emotional resonance** and **moral symbolism**, forming what contemporary theorists describe as **"holistic leadership"**, a framework where emotional, cognitive, and ethical intelligences converge to produce sustainable influence.

Therefore, Sheikh Khalid bin Mohammed bin Zayed Al Nahyan's leadership offers a living model of this synthesis, demonstrating how modern statecraft can evolve into a **transformational, emotionally intelligent, and soft-power-driven enterprise**, capable of uniting hearts, advancing innovation, and shaping the nation's narrative on the world stage.

Table Comparing the Three Leadership Theories

Theory	Core Concept	Leadership Goal	Application Tools	Scope of Influence
Transformational Leadership	Making fundamental changes in institutions and society through an inspiring vision and collective	Comprehensive strategic change	Vision, motivation, role model, individual development	Internal – Institutional – National

Theory	Core Concept	Leadership Goal	Application Tools	Scope of Influence
	motivation.			
Emotional Intelligence	Understanding and managing emotions, and building relationships based on empathy and trust.	Enhancing social harmony and community trust	Listening, communication, balance, human closeness	Internal – Public – Emotional
Soft Power	Indirect influence through cultural appeal and value representation.	Improving the country's image and building moral external influence	Media presence, humanitarian initiatives, cultural values	External – Symbolic – Diplomatic

1. **Leadership in the Emirati Context – From Zayed to the Future**

Leadership in the United Arab Emirates is the result of a gradual historical trajectory, shaped by successive strategic visions embodied by statesmen who possessed foresight that transcended geography and time. Since the era of the late Sheikh Zayed bin Sultan Al Nahyan – may he rest in peace – who laid the foundations of the federal state based on wisdom, tolerance, and insight, to the current era under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, who elevated the state to the ranks of globally influential nations in sustainability, energy, technology, and regional security. Within this coherent leadership legacy, the figure of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan emerges as a natural extension of the path of wise leadership and an

indicator of the evolution of the Emirati governance model, combining historical prudence with digital intelligence, and deep-rooted values with future-oriented skills.

This chapter seeks to establish a comprehensive analytical framework for understanding the broader **context of leadership practice in the United Arab Emirates**, highlighting the cultural, institutional, and generational dimensions that shape its evolution. Leadership in the Emirati experience is not an isolated phenomenon but a **continuum that transcends generations**, where the traits, values, and philosophies of governance are consciously transmitted from one leader to the next. This process of transmission does not merely replicate past models; rather, it **reinterprets inherited leadership qualities** in light of contemporary challenges and the future aspirations of the nation.

At the heart of this framework lies the **Emirati concept of hereditary leadership**, which goes beyond the biological notion of succession to represent a **cultural and political value system** rooted in loyalty, continuity, and moral responsibility. In the UAE, leadership is perceived as a trust, a legacy of wisdom and service, where each generation refines and expands upon the achievements of its predecessors while safeguarding the principles that bind the leadership to the people.

Institutions also play a pivotal role in this process, serving as **bridges between tradition and modernization**. They ensure the smooth transfer of leadership roles, provide mechanisms for capacity-building, and sustain the ethical foundations of governance through education, policy innovation, and civic participation. This institutional dimension reinforces the stability and foresight that characterize Emirati political culture.

Within this context, the **late His Highness Sheikh Zayed bin Sultan Al Nahyan**, the founding father of the nation, laid the foundations of what can be described as a **“leadership school”**, a moral and visionary model of governance based on justice,

compassion, and national unity. His legacy continues under the leadership of **His Highness Sheikh Mohamed bin Zayed Al Nahyan**, who has **consolidated and globalized this school of leadership**, embedding it within frameworks of sustainability, technology, and strategic foresight. Today, **His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan** carries this legacy forward, **reinterpreting its principles through a futuristic and transformative vision** that aligns with the needs of the 21st century and reinforces the UAE's position as a model of modern, values-based leadership.

By articulating this theoretical and generational continuity, the chapter provides a foundation for understanding the **unique relationship between ruler and society in the Emirati governance model**, where legitimacy is not derived solely from authority, but from **trust, service, and moral example**. This conceptual groundwork sets the stage for the following chapters, which analyze **Sheikh Khalid bin Mohamed bin Zayed's leadership** through a strategic and analytical lens, highlighting how he embodies and renews this enduring Emirati philosophy of leadership.

1.1. Sheikh Zayed bin Sultan Al Nahyan: Establishing the Emirati Leadership Model

1.1.1. Leadership as Ethics, Not Authority

From the very outset of his rule, the late Sheikh Zayed bin Sultan Al Nahyan (may God rest his soul) approached leadership not as a privilege of power but as a moral responsibility and sacred trust. In contrast to the traditional notion of authority rooted in domination, Sheikh Zayed conceived of leadership as service, humility, and stewardship, a position through which the leader becomes the first to sacrifice and the last to benefit.

For Sheikh Zayed, leadership was ethics before it was authority. His philosophy was anchored in the belief that the ruler's legitimacy is sustained not by coercion or fear, but by the trust and affection of his people. He once declared:

"The ruler is the one who rules the hearts of people before ruling their bodies."[90]

This moral view shaped the political culture of the UAE since its foundation, creating a leadership tradition that values consultation (shura), compassion, and authentic modernization.

1. Consultation, Not Unilateralism

Even in the early years of state-building, when formal parliamentary institutions were still evolving, Sheikh Zayed demonstrated a deep commitment to **consultative governance**. He

[90] Zayed bin Sultan Al Nahyan, quoted in Zayed: The Leader and the Visionary (Abu Dhabi Media, 2018) 45.

regularly convened meetings with **tribal leaders, elders, and citizens**, listening to their grievances and ideas before making decisions.

This practice reflected an adaptation of the **Islamic concept of shura**, translated into modern administrative forms. By embedding consultation into governance, Sheikh Zayed ensured that political legitimacy arose from **participation and dialogue**, not unilateral command.

From a political-theoretical standpoint, this approach represents what scholars of governance call **"ethical deliberative leadership"**, a model in which inclusion and dialogue are sources of stability and cohesion rather than threats to authority.[91]

2. Compassion before Firmness

Sheikh Zayed's leadership was equally defined by **compassion and empathy**, which he viewed as integral to justice. His decisions were rarely driven by retribution; instead, he sought **reconciliation and rehabilitation**.

He consistently emphasized that strength is best expressed through **understanding, patience, and mercy**, principles that mirror both **Islamic ethics** and **humanitarian governance theory**. His humanitarian initiatives, such as land distribution, free education, and universal healthcare, embodied his moral vision of a welfare-based state.[92]

In ethical terms, his leadership aligns with **virtue ethics**, as discussed by Alasdair MacIntyre and modern Islamic thinkers, where the leader's moral character, not institutional compulsion, is the ultimate source of good governance.[93]

3. A Future Vision Rooted in Authenticity

Perhaps the most remarkable feature of Sheikh Zayed's thought was his **ability to integrate authenticity with modernization**. He believed that the UAE's advancement must be grounded in its **cultural identity, Arabic language, and Islamic values**.

He famously stated that modernization must not lead to imitation, but to **"progress consistent with the nation's moral and historical roots."**[94] His vision balanced openness to technology and education with a commitment to preserving social cohesion and heritage.

This balance laid the foundation for what contemporary theorists call **"authentic modernization"**, a process in which development is not the negation of tradition but its renewal in modern form.[95]

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[91] Dryzek, JS, Deliberative Democracy and Beyond: Liberals, Critics, Contestations (Oxford University Press 2000) 64.
[92] Al Abed, I and Vine, P, United Arab Emirates: A New Perspective (Trident Press 2001) 112.
[93] MacIntyre, A, After Virtue: A Study in Moral Theory (University of Notre Dame Press 2007) 221.
[94] Al Nahyan, Z bin S, Selected Speeches and Sayings of Sheikh Zayed (UAE Ministry of Information 1998) 33.
[95] Zakaria, F, The Future of Freedom: Illiberal Democracy at Home and Abroad (WW Norton 2007) 54.

4. Philosophical Implications: Leadership as a Moral Contract

Sheikh Zayed's conception of leadership can be interpreted as a **moral contract** between ruler and people, similar to the social contract theories of Western philosophy but deeply rooted in **Islamic jurisprudence and virtue ethics**.
The ruler's power, in this framework, is conditional upon **justice, consultation, and service**, not coercion.

By prioritizing ethics over authority, Sheikh Zayed transformed leadership into a **moral vocation**, one that continues to influence the UAE's governance model under subsequent generations, including His Highness Sheikh Mohamed bin Zayed Al Nahyan and His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan.

1.1.2. People First – A Philosophy of Bottom-Up Governance

His Highness **Sheikh Zayed bin Sultan Al Nahyan** – may God have mercy on him – pioneered a development philosophy that reversed the traditional logic of state formation. In contrast to the **top-down modernization** common in many post-independence Arab states, Sheikh Zayed began his nation-building journey from the **peripheries rather than the capital**, insisting that "the strength of a nation lies in the well-being of its people, not in its buildings or wealth." [96]
This approach represented an early form of **bottom-up governance**, grounded in human development rather than economic accumulation. Sheikh Zayed consistently emphasized that statehood should arise **from the hearts of citizens**, not merely from the decrees of rulers. By directing early resources toward **education, healthcare, and infrastructure**, even before the discovery and exploitation of oil, he transformed underdeveloped regions into active partners in progress.

1. Investment in Human Capital before Oil Wealth

One of the most distinctive features of Sheikh Zayed's governance was his insistence on **investing in people before profit**. In the 1960s and 1970s, while other Gulf states prioritized capital accumulation, he focused on **schools, hospitals, roads, and housing**, believing that "wealth is meaningless unless it serves the people."[97]

From a development-studies perspective, this anticipates the modern concept of **human-centred development** later formalized by the United Nations in the 1990s – placing the

[96] Zayed bin Sultan Al Nahyan, quoted in Zayed: Man, Who Built a Nation (Abu Dhabi Media 2017) 28.
[97] Peter Hellyer and Ibrahim Abed, United Arab Emirates: A New Perspective (Trident Press 2001) 56–58.

individual at the centre of all policy planning. Sheikh Zayed's early emphasis on human dignity thus positioned the UAE as a **precursor of the human-development paradigm**.

2. Citizens as Partners, Not Recipients

Equally important was Sheikh Zayed's belief that the people should not be **passive beneficiaries** of government aid but **active participants** in the process of national construction. He established local councils, encouraged open dialogue, and visited remote communities personally to listen to citizens' ideas and grievances.

This participatory spirit embodied a form of **social contract** grounded not in law alone, but in **mutual moral responsibility** between ruler and ruled, a concept that scholars later described as "moral legitimacy", a bond of trust earned through presence, humility, and shared sacrifice.[98]

3. Empowerment of Women and Inclusion

At a time when female participation in public life was uncommon in the region, Sheikh Zayed took a bold step by encouraging **women's education and employment**. His belief that "a nation which forgets its women forgets half its strength" became a foundational principle in the UAE's development path.[99]

This inclusionary policy, reinforced later by the efforts of **Her Highness Sheikha Fatima bint Mubarak**, laid the groundwork for gender empowerment as a **pillar of Emirati soft power**. It also marked a departure from patriarchal governance toward an **inclusive national ethos**, where progress was measured by how broadly citizens could participate in it.

4. Moral Legitimacy through Presence

Unlike leaders who relied on speeches and formal ceremonies, Sheikh Zayed's legitimacy emerged from **direct engagement**. His field visits, personal interactions with citizens, and swift humanitarian decisions created what researchers term an **"embodied legitimacy"**, leadership earned through presence rather than proclamation.[100]

By walking among the people, sharing their concerns, and personally overseeing welfare programs, Sheikh Zayed cultivated a moral connection that endures in the collective Emirati consciousness. His model of governance thus transcended administration and entered the realm of **ethical leadership**, setting a benchmark for his successors.

Sheikh Zayed's model represents a profound synthesis of **Islamic social justice**, **modern participatory governance**, and **human-centred development**. It challenges

[98] Davidson CM, The United Arab Emirates: A Study in Survival (Lynne Rienner Publishers 2005) 33.

[99] Zayed bin Sultan Al Nahyan, Zayed and Women: Timeless Sayings and Stances (General Women's Union, Abu Dhabi 2005) 17.

[100] Al Suwaidi J, Sheikh Zayed's Philosophy of Governance and Nation-Building (ECSSR 2019) 44.

the Weberian notion of authority based solely on legal-rational bureaucracy, replacing it with an **ethical-relational legitimacy** where leadership arises from moral example, trust, and service.
This philosophy continues to shape the UAE's governance identity – visible in its **community engagement**, **humanitarian diplomacy**, and **inclusive policymaking** under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan and His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan.

1.1.3. Zayed in the Regional and International Context – The Silent Sage

During a period marked by regional conflicts and military coups that swept across the Arab world from the 1950s through the 1970s, Sheikh Zayed bin Sultan Al Nahyan—may his soul rest in peace- emerged as a leader who deliberately chose the path of active neutrality and quiet wisdom rather than alignment or confrontation.
His silence was not isolationism but rather a strategic wisdom, reflecting a deep awareness of the region's geopolitical transformations and a conviction that the new nation's consolidation required a balanced and independent foreign policy.

1. Active Neutrality as a Strategic Choice

Sheikh Zayed envisioned the UAE as a regional actor without partisanship, believing that internal stability was the foundation of external influence.
To him, peace was not a passive stance but a moral power that allowed nations to shape outcomes without coercion.

His foreign policy embodied what modern scholars of international relations term "active neutrality", a model of engagement that rejects polarization yet promotes positive mediation and developmental diplomacy.[101]
Through this approach, Zayed maintained balanced relations with Arab, Islamic, and global powers, including those with conflicting ideologies, without compromising the UAE's independence or identity.
Researchers later described the UAE under his leadership as "the voice of reason in the Gulf" throughout the 1970s and 1980s.[102]

2. Building the UAE's Reputation as a Nation of Peace

Through this policy, Sheikh Zayed sought to define the newborn state as a nation of peace, coexistence, and reconciliation, rather than conflict and dominance.

[101] Al Abed I and Vine P, United Arab Emirates: A New Perspective (Trident Press 2001) 164.
[102] Davidson CM, The United Arab Emirates: A Study in Survival (Lynne Rienner Publishers 2005) 97.

At a time when regional influence was measured by military strength, he opted to base the UAE's international presence on respect, trust, and generosity.
He laid the groundwork for what became known as "developmental diplomacy", a foreign policy built on humanitarian assistance and economic support across the Arab and Islamic worlds, as well as in Africa and Asia.
In this sense, foreign aid became a diplomatic instrument, not for buying loyalty but for cultivating friendship.[103]
From a theoretical perspective, this approach embodied Joseph Nye's concept of "ethical soft power", the ability to influence through moral credibility and attraction rather than coercive tools of statecraft.[104]

3. The Philosophy of Enduring Goodness

Sheikh Zayed encapsulated his political and ethical philosophy in his timeless saying:

"Oil is transient, but the good planted by the hand endures."[105]

This statement expresses the essence of sustainable moral leadership: time and resources may vanish, but ethical deeds leave a lasting imprint in the collective memory of nations.
This idea evolved into a guiding framework for Emirati foreign policy, in which development and human dignity, not wealth or military might, became the principal measures of national achievement.

Accordingly, Sheikh Zayed laid the intellectual foundations of what can today be called "Emirati Developmental Diplomacy", a model of international engagement legitimized through humanitarian action and long-term partnerships rather than rhetoric.

4. The Silent Sage: Between Symbolism and Realpolitik

Sheikh Zayed was often referred to as "the Silent Sage" because he refrained from political grandstanding and populist rhetoric.
Instead, he practiced a quiet yet effective diplomacy, turning words into tangible actions.

[103] Al Suwaidi J, Sheikh Zayed's Foreign Policy and the Foundations of Emirati Diplomacy (ECSSR 2018) 41–43.
[104] Nye JS, Soft Power: The Means to Success in World Politics (PublicAffairs 2004) 11.
[105] Al Nahyan Z bin S, Selected Speeches and Sayings of Sheikh Zayed (UAE Ministry of Information 1998) 22.

He believed that "the loudest voice is not necessarily the most persuasive,"[106] and that true leadership in foreign affairs lies in mastering the balance between principles and interests.
Modern analyses of his leadership suggest that Sheikh Zayed's approach represents a rare synthesis between moral symbolism and realistic pragmatism, a form of political wisdom that safeguarded ethical principles without isolating the UAE from global engagement.[107]

Sheikh Zayed's regional and international vision constitutes a school of moral global leadership, structured around three interrelated dimensions:
The Ethical Dimension – Leadership anchored in humanitarian values and cooperation.
The Strategic Dimension – Active neutrality as a mechanism for independence and sovereignty.

The Symbolic Dimension – The image of a wise leader who achieves peace through silence, not confrontation.
Together, these dimensions transformed the UAE, under Zayed's guidance and continuing through his successors, into a diplomatic beacon in a turbulent world.
They established an enduring leadership legacy, carried forward by His Highness Sheikh Mohamed bin Zayed Al Nahyan and His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan, who have embedded "quiet strength" as a defining principle of contemporary Emirati diplomacy.

2. Sheikh Mohamed bin Zayed – Deepening the Vision and Expanding Influence

When the mantle of leadership passed from the late Sheikh Zayed bin Sultan Al Nahyan to his son, His Highness Sheikh Mohamed bin Zayed Al Nahyan, the United Arab Emirates did not simply experience a change of rulers, it witnessed the renewal of a national vision. Leadership in the Emirati context was never an inheritance of titles, but an inheritance of purpose. Sheikh Mohamed did not assume power to preserve the past, but to reinterpret its values through the lens of a rapidly changing world.
He inherited not only the wisdom of his father but the moral architecture of a state built on compassion, unity, and foresight. Yet, what distinguishes Sheikh Mohamed is his ability to *translate values into systems* and *principles into strategies*. Under his guidance, the UAE evolved from a young federation into a hub of global influence, balancing technological

[106] Zayed bin Sultan Al Nahyan, Words of Wisdom: Selected Sayings and Speeches (UAE Ministry of Presidential Affairs, Abu Dhabi 2008) 42.
[107] Kamrava M, Political Thought and International Relations in the Gulf: The Search for Stability (Routledge 2020) 142.

ambition with human-centered development. His leadership is a living example of what political theorists describe as **"transformational continuity"**, a process in which ethical heritage is preserved, while its application is modernized to meet the demands of the future.[108]

What makes Sheikh Mohamed's era exceptional is not the scale of progress, but the *depth of intention*. His leadership combines calm authority with intellectual curiosity and moral conviction. He sees power not as dominance, but as stewardship; governance not as control, but as empowerment. This is why his policies, whether in education, sustainable energy, or defense, reflect the same underlying principle: to invest in people before infrastructure, and in minds before monuments.

On the global stage, Sheikh Mohamed bin Zayed has redefined diplomacy as an *art of balance*. He has positioned the UAE as both a bridge between civilizations and a laboratory for human coexistence. His foreign policy, grounded in realism yet guided by ethics, reflects what scholars of modern diplomacy identify as the rise of **soft power with moral purpose**—where influence is derived not from coercion but from credibility.[109]

In this sense, Sheikh Mohamed is not merely the heir to Zayed's legacy; he is its reformer, translator, and protector. His leadership represents a dialogue between generations, between the wisdom of the founder and the innovation of the successor. Through this synthesis, he has transformed the Emirati model into a global narrative of *stability through vision and compassion through strength*.

2.1 From Legacy to Empowerment: The Builder Leader, not a Silent Hei

After Sheikh Zayed, leadership in the United Arab Emirates faced a decisive turning point. The question was not who would succeed him, but how that succession would preserve the spirit of his vision while adapting to the complexities of a new millennium. Sheikh Mohamed bin Zayed did not inherit a throne; he inherited a mission, a moral and strategic responsibility to translate the founding principles into the language of the 21st century.

He understood that true loyalty to his father's legacy did not mean imitation, but innovation. His approach to leadership was that of a builder, not a custodian. He looked beyond the ceremonial image of succession to the deeper challenge of empowerment, empowering citizens, institutions, and the nation's future identity. This transformative view positioned him not as a silent heir walking in another's shadow, but as a leader who breathed new life into the legacy he received.

[108] Bjola, C. and Manor, I., Digital Diplomacy and Leadership Transformation (Oxford University Press, 2023) 76.
[109] Nye, J. S., Soft Power: The Means to Success in World Politics (PublicAffairs, 2004).

Sheikh Mohamed's leadership journey illustrates a remarkable psychological balance between reverence for heritage and readiness for change. He internalized the patience and humility of Sheikh Zayed, yet infused them with scientific reasoning, technological foresight, and strategic agility. His method reflects what scholars of leadership theory call transformational adaptation , the capacity to sustain continuity through creative reform rather than through rupture.[110]

At the core of Sheikh Mohamed's philosophy lies a profound belief that nations are not maintained by monuments but by minds. He once emphasized that "the human being is the true wealth of the nation,"[111] a principle he turned into tangible national programs, from advanced education and renewable energy initiatives to digital transformation and global humanitarian aid. His leadership redefined power as responsibility, and progress as service.

Through this fusion of intellect and empathy, Sheikh Mohamed bin Zayed elevated the UAE into a model of governance where modernization coexists with morality. His steady, composed demeanor in moments of uncertainty, whether in managing economic diversification, combating extremism, or fostering international cooperation, earned him a reputation as both a strategic thinker and a moral actor on the global stage.

In essence, Sheikh Mohamed did not inherit leadership to preserve stability alone; he expanded its meaning. He transformed the inherited legacy into a living framework of empowerment, one that continues to inspire regional leadership models grounded in trust, innovation, and human dignity.

2.2.Expanding the Concept of Leadership from Domestic to Regional and Global

Over the past two decades, the United Arab Emirates has undergone a remarkable transformation, from a nation defined primarily by domestic stability into an active regional and global power. This evolution represents one of the most significant achievements of the leadership of His Highness **Sheikh Mohamed bin Zayed Al Nahyan**, President of the UAE, who has re-conceptualised the very meaning of Gulf leadership. In his view, leadership is not confined to internal administration but extends to shaping the political, economic, and security environment beyond national borders.

Under his stewardship, the UAE has emerged as a central actor in complex regional files, most notably in the **fight against terrorism** and extremist ideologies. The state has combined military

[110] James MacGregor Burns, Leadership (Harper & Row, 1978)74.
[111] Mohamed bin Zayed Al Nahyan, Speech on UAE Flag Day (WAM, Abu Dhabi, 3 November 2015) <https://wam.ae.> accessed (1 November 2023).

precision with humanitarian vision, supporting programmes aimed at countering radical narratives and promoting tolerance.[112] At the same time, the UAE has taken a leading role in maintaining **regional security**, contributing to stability in Yemen and Libya and advancing an approach to security that transcends geography, rooted instead in a collective sense of Arab responsibility.[113]

Equally, Sheikh Mohamed bin Zayed has positioned the UAE as a trusted partner in **preventive diplomacy and international mediation**. The country's constructive engagement in conflict resolution efforts in Sudan and Ethiopia, and its facilitation of peace and humanitarian agreements, have reinforced its reputation as a credible and moral actor in world affairs.[114] The Emirati approach to diplomacy combines pragmatic realism with ethical responsibility, proving that stability and morality can coexist within a single strategic framework.

On the geopolitical level, Sheikh Mohamed has also built a **network of balanced global alliances** that reflect a sophisticated understanding of multipolar international relations. The UAE has strengthened its defence and technological cooperation with the **United States**, expanded its economic and technological partnerships with **China**, and enhanced its **strategic coordination with Russia** in matters of energy and regional politics.[115] This web of relationships illustrates a pragmatic and independent foreign policy, what analysts call *strategic diversification*, that allows the UAE to preserve autonomy while engaging productively with all global powers.[116]

Through these multidimensional initiatives, the UAE has evolved from a *haven of stability* into a **proactive regional power** that helps to define rather than merely respond to regional transformations. It now shapes the direction of Gulf and Arab politics through humanitarian diplomacy, knowledge-based statecraft, and the projection of *soft power* grounded in credibility rather than coercion.[117] Sheikh Mohamed bin Zayed has thus redefined the metrics of leadership: true influence lies not in military expansion or economic dominance alone, but in the ability to create hope, stability, and moral consistency in an unstable world.

2.3. Governance and Strategic Planning – From Structure to Vision

[112] Al Abdouli M, Counterterrorism and Transformational Leadership in the UAE (Emirates Center for Strategic Studies and Research 2022).
[113] International Crisis Group, The UAE's Regional Security Policy in Yemen and Libya (Brussels 2021).
[114] UAE Ministry of Foreign Affairs, Mediation and Preventive Diplomacy Report (Abu Dhabi 2022) <https://www.mofa.gov.ae.> accessed (2 October 2024).
[115] Nye JS, The Future of Power (PublicAffairs 2011)88 .
[116] Bjola C and Manor I, Digital Diplomacy and the New Gulf Order (Oxford University Press 2023) 33.
[117] Ghabra S, 'The UAE's Role in Regional Peacebuilding and Smart Power' (Middle East Policy Council 2023) <https://mepc.org > accessed 8 March 2022.

One of the most remarkable hallmarks of the United Arab Emirates' contemporary development lies in its evolution from a governance of structures to a governance of vision. Under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, may God protect him, governance has transcended the administrative logic of plans and institutions to become a living philosophy rooted in strategic foresight, human empowerment, and sustainable innovation. Sheik Mohamed's leadership represents the maturity of the Emirati political project: a state guided not by reaction, but by anticipation; not by short-term achievements, but by a long-term national vision.

This transformation can be clearly observed through the country's major strategic frameworks, notably the Abu Dhabi Economic Vision 2030 and the UAE Centennial 2071. These initiatives did not merely set economic targets; they articulated a moral and intellectual roadmap for the nation's future, one that envisions an educated, self-reliant, and technologically advanced generation as the cornerstone of national power. By extending planning horizons to a century ahead, Sheikh Mohamed anchored the concept of continuity in governance, ensuring that leadership remains a process of collective progress rather than a series of isolated reforms.

In the educational sector, Sheikh Mohamed bin Zayed spearheaded a comprehensive transformation that positioned knowledge as the primary driver of governance. His directives led to the systematic adoption of STEM-based curricula (science, technology, engineering, and mathematics), the integration of artificial intelligence and programming across public education, and the establishment of Mohamed bin Zayed University for Artificial Intelligence (MBZUAI), the world's first graduate-level AI research institution dedicated to advancing human knowledge through technology.[118] This educational revolution represents not merely reform, but a civilizational leap that aligns the UAE's governance philosophy with the global transition toward the digital era.

Equally, Sheikh Mohamed's strategic vision extended to the realm of national defense and technological sovereignty. Through the creation of the EDGE Group, the UAE unified its defense industries under a single innovative umbrella, merging artificial intelligence, cybersecurity, and autonomous systems into a coherent national security ecosystem.[119] Projects such as Caracal and indigenous manufacturing initiatives further underscored a doctrine of self-reliance, embodying Sheikh Mohamed's conviction that national strength must stem from internal capability, not external dependency.

[118] Mohamed bin Zayed University of Artificial Intelligence (MBZUAI), Annual Report 2023: AI for Humanity (Abu Dhabi, 2023).
[119] EDGE Group, Annual Defence Innovation Report (Abu Dhabi, 2022) https://edgegroup.ae accessed 28 October 2025.

What distinguishes Sheikh Mohamed bin Zayed's approach is his belief that leadership must be scientific, not impulsive; proactive, not reactive. His strategic philosophy redefines governance as a dynamic dialogue between vision and execution, where every plan is anchored in empirical analysis and every reform serves the higher purpose of empowering people and institutions. This model of governance mirrors the transformation of the UAE from an energy-based economy into a knowledge-based civilization, where innovation and human capital constitute the true pillars of national security and prosperity.

In essence, Sheikh Mohamed has shifted the paradigm of governance from managing the present to designing the future. His legacy in strategic planning lies not only in what he built, but in how he taught his nation to think, methodically, inclusively, and ambitiously. Through his leadership, the UAE has become a living case study in visionary governance, admired by scholars and policymakers alike for harmonizing modernity with moral clarity.

2.4.Human Development as a National Project

"Man is the wealth of the nation... and nothing is more valuable than the human being." [120]– Sheikh Mohamed bin Zayed Al Nahyan

From the earliest years of his leadership, His Highness Sheikh Mohamed bin Zayed Al Nahyan, may God protect him, has regarded the human being not merely as a beneficiary of development, but as its very foundation and objective. In his philosophy of governance, the progress of the state is measured not by the height of its towers or the size of its economy, but by the quality of its people, their education, values, creativity, and capacity for compassion.

This philosophy redefined the concept of "national wealth" in the Emirati context. While the twentieth century was the age of oil, Sheikh Mohamed transformed the twenty-first century into the age of the mind, an era in which the Emirati intellect, ethics, and innovation constitute the real pillars of sovereignty. His vision is not confined to economic development; it represents a comprehensive educational-political school of thought in which human formation and moral responsibility are inseparable from national strength.

Central to this human-centric model is youth empowerment. Initiatives such as Nash'e and Anya Academy exemplify how the UAE invests in the next generation not as followers, but as future leaders capable of critical thinking and service.[121]These programs reflect Sheikh Mohamed's conviction that empowering youth is not an act of generosity, but an act of strategic necessity,

[120] Emirates News Agency (WAM), 'Sheikh Mohamed bin Zayed: The Human Being is the True Wealth of the Nation' (Abu Dhabi, 2022) https://www.wam.ae
accessed 28 October 2023.
[121] UAE Youth Authority, Nash'e and Anya Academy Programs for National Empowerment (Abu Dhabi, 2023) <https://youth.gov.ae.> accessed (8 March 2024).

ensuring that every Emirati possesses both the skills and the values to carry forward the nation's vision.

Equally significant is the unwavering support for talents, outstanding students, and scholarship recipients, who are viewed as ambassadors of Emirati excellence around the world. Under Sheikh Mohamed's leadership, scholarship policies have been restructured to align with national priorities in science, engineering, cybersecurity, and sustainability, sectors that shape the future of humanity.[122] By cultivating intellectual elites with ethical grounding, the UAE ensures that modernization remains guided by moral consciousness rather than by mere technological ambition.

Perhaps one of the most profound manifestations of Sheikh Mohamed's philosophy is his approach to People of Determination, individuals with disabilities who are not seen as dependents, but as integral contributors to the national fabric. The state's inclusive vision, championed personally by Sheikh Mohamed, integrates them into education, employment, and public life through a framework of dignity, capability, and social participation.[123] This inclusive governance transcends welfare policy to become a declaration of human equality, embedding compassion as a constitutional value in the Emirati identity.

Through these multi-dimensional initiatives, Sheikh Mohamed bin Zayed has elevated human development from a sectoral policy into a national project of moral civilization. He envisions a nation where leadership listens before it commands, where institutions serve before they regulate, and where human potential is treated as a sacred trust. His words, "Man is the wealth of the nation", are not a slogan, but the nucleus of a comprehensive developmental philosophy that unites ethics with excellence, and compassion with competitiveness.

In essence, Sheikh Mohamed has turned the concept of development into an act of humanity. By investing in people before infrastructure, he has ensured that the UAE's progress remains not only sustainable, but meaningful , a model of governance where the mind and the heart move together toward the future.

2.5. The Wisdom of Silent Leadership – When Actions Speak

In an age dominated by loud politics and performative leadership, His Highness Sheikh Mohamed bin Zayed Al Nahyan, may God protect him, stands as a rare embodiment of silent wisdom, a leader who governs through calm conviction rather than verbal display. His leadership style reveals a deeply philosophical belief: that true authority does not shout; it acts.

[122] UAE Ministry of Education, Scholarship Strategy 2023–2030: Building the Knowledge Nation (Dubai, 2023) <https://moe.gov.ae> accessed (2 March 2025).
[123] Zayed Higher Organization for People of Determination, Inclusion and Empowerment Report (Abu Dhabi, 2022).

Unlike leaders who rely on the theatre of rhetoric, Sheikh Mohamed's power lies in restraint. He speaks with deliberate composure, yet his words carry the weight of action. His silence is not emptiness, but a form of eloquence, a moral discipline that transforms governance into a conversation of deeds. This quiet strength has become one of the defining traits of Emirati political culture, inspiring confidence at home and respect abroad.

The test of this leadership philosophy was most visible during the COVID-19 crisis, one of the most critical challenges in recent history. While the world witnessed confusion and political grandstanding, Sheikh Mohamed's approach was measured, humane, and profoundly strategic. He managed the crisis with surgical precision, coordinating national efforts in public health, ensuring continuity of education and logistics, and most importantly, prioritizing human life over political optics.[124]

Through the UAE's global aid campaigns, vaccines were sent to dozens of developing nations, including African and Asian states that lacked access to medical resources.[125] These gestures were not publicity stunts; they were silent acts of solidarity that transformed the UAE into a moral actor in global humanitarianism. By refusing to politicize the crisis, Sheikh Mohamed reaffirmed that quiet leadership can speak louder than slogans, and that empathy is the highest form of strategy.

This quiet yet firm style of leadership has enhanced trust without stirring controversy, creating a model of ethical governance that combines composure with decisiveness. Sheikh Mohamed leads with the steadiness of one who listens before acting, and the humility of one who serves before commanding. His leadership mirrors the philosophy of stoic pragmatism, an art of controlling emotion without losing compassion, of using calm as a form of power.

Through his actions, Sheikh Mohamed bin Zayed has not merely led the UAE; he has redefined leadership itself. He transformed "power" from an instrument of dominance into a tool of stewardship. His principles, smart power, comprehensive development, people first, and technological sovereignty, reflect a new governance paradigm for the Gulf region: one where strength derives from wisdom, and progress from human value.

This legacy became the fertile ground for a new generation of Emirati leadership, embodied in Sheikh Khaled bin Mohamed bin Zayed, who represents the digital and youthful evolution of the same school. Sheikh Khaled's leadership inherits the calm authority of his father but channels it through modern tools: artificial intelligence, sustainability, and youth empowerment. Together, their leaderships form a continuum, from the wisdom of silence to the rhythm of innovation, signaling that the UAE's future will be led not only by strong hands, but by thoughtful minds.

[124] UAE Government Media Office, National Response Report to the COVID-19 Pandemic (Dubai, 2021) https://www.uaecabinet.ae. accessed 28 April 2024.
[125] Emirates Red Crescent, Humanitarian Aid Statistics: COVID-19 Response 2020-2022 (Abu Dhabi, 2022).

Comparative Analysis: From Ethical Neutrality to Strategic Soft Power

The evolution of Emirati foreign policy from the era of **Sheikh Zayed bin Sultan Al Nahyan** to that of **His Highness Sheikh Mohamed bin Zayed Al Nahyan** represents a **continuum rather than a rupture**, a philosophical transformation that carried the same moral foundations into new geopolitical realities.

1. Zayed's Ethical Neutrality: Diplomacy of Conscience

Sheikh Zayed's approach to foreign policy was grounded in **ethical neutrality**, a model that prioritised **peace, dialogue, and humanitarianism** over ideological alliances. His diplomacy emerged as a **moral compass** in a divided Arab world, seeking to mediate rather than dominate. This approach was deeply informed by **Islamic ethics of justice, reconciliation, and compassion**, which he translated into a modern framework of **active neutrality**.

The cornerstone of his philosophy was the conviction that **foreign policy must begin with moral intention**. Thus, the UAE's international standing during his reign was built not on military influence or coercive power, but on **trust, generosity, and developmental assistance**.

2. Mohamed bin Zayed's Strategic Soft Power

In the contemporary era, Sheikh Mohamed bin Zayed has retained these ethical roots but recalibrated them within a more **strategically complex international environment**. His leadership exemplifies what scholars describe as **"strategic soft power"**, a synthesis of moral authority and pragmatic statecraft.[126]

While Sheikh Zayed's diplomacy was primarily moral and reconciliatory, Sheikh Mohamed's is **institutional and proactive**, embedding soft power into **economic diversification, technological leadership, environmental diplomacy, and humanitarian global outreach**.

Under his vision, the UAE transformed into a **platform state**, using its resources, innovation, and diplomacy to mediate global challenges such as **climate change (COP28)**, **renewable energy partnerships (Masdar initiative)**, and **humanitarian relief in conflict zones**.[127]

[126] Nye JS, Soft Power: The Means to Success in World Politics (PublicAffairs 2004) 16.
[127] ECSSR, Mohamed bin Zayed and the Global Vision of the United Arab Emirates (Emirates Center for Strategic Studies and Research, Abu Dhabi 2021) 102–104.

This transformation reflects a move from **"the diplomacy of conscience"** to **"the diplomacy of competence"**, where moral credibility is reinforced by measurable contributions to global problem-solving.[128]

3. Continuity Across Generations

Despite the shift from ethics to strategy, **the philosophical core remains unchanged**. Both Sheikh Zayed and Sheikh Mohamed perceive leadership as a **moral trust** rather than a tool of dominance. However, the **language of influence** has evolved:

> For Sheikh Zayed, influence meant **reconciliation and humility**.
>
> For Sheikh Mohamed, influence means **credibility through performance and innovation**.

Together, they define a **distinct Emirati school of leadership**, one that integrates **Arab-Islamic moralism** with **twenty-first-century global pragmatism**. This continuity ensures that the UAE's international identity remains anchored in **ethics**, even as it projects **power**.

The comparative trajectory between the two leaders illustrates how **values can evolve into strategic instruments** without losing their authenticity. The ethical neutrality of Sheikh Zayed provided the **moral architecture**, while Sheikh Mohamed's soft power strategy provided the **operational structure**.

In essence, Shekh Zayed built the "heart" of Emirati diplomacy; Sheikh Mohamed gave it a "mind." The fusion of the two created a unique **civilizational diplomacy**, where compassion and calculation coexist in harmony, a model increasingly studied as a **"third way" of statecraft** between moral idealism and geopolitical realism.

3. The Emergence of a New Generation – Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

.3.1Introduction: From a Hereditary State to an Institutional State with a Youthful Vision

While some view the third generation in Gulf leadership as merely a hereditary extension, Sheikh Khaled bin Mohamed bin Zayed represents a different model. He reintroduces the image of the Arab Crown Prince as a strategic, field-oriented, digital, and human-centered leader. He did not enter public life through the spotlight, but from the depth of security and institutional practice.

[128] ECSSR, The Foreign Policy of the United Arab Emirates: From Founding Vision to Global Leadership (Emirates Center for Strategic Studies and Research, Abu Dhabi 2022) 88–90.

.3.2 Upbringing within the Ruling Institution and Formation in the Shadows

Sheikh Khaled was born and raised in an environment saturated with leadership values, but he was not suddenly presented to the public as "Crown Prince." Instead, he went through long stages of training and qualification within sensitive national institutions.
Key milestones:[129]

- His progression in security positions, culminating in heading the State Security Apparatus, a responsibility granted only to someone with high trust and precise analytical ability.
- His leadership in cybersecurity and combating ideological extremism, and his membership on the board of the National Emergency, Crisis, and Disaster Management Authority.
- His participation in developing educational, youth, and economic policies in the Emirate of Abu Dhabi.[130]

These stages point to a solid leadership structure formed in the shadows, a nature that has produced global leaders like Putin and Erdogan, where security work requires analysis, caution, and long-term patience before transitioning to the political forefront.

3.3. His Rise as a Reformist Figure in a Time of National Transformation

With accelerating global transformations, it was no longer possible to lead the UAE using old methods. Sheikh Khaled came with a transformational, digital, and youth-driven leadership project that represents a new generation of political thinking.
Main features of the transformation:

- His presidency of the Executive Office of the Emirate of Abu Dhabi and his development of digital transformation plans and smart government services.
- His launch of initiatives supporting startups and youth projects, such as the "Hub71" entrepreneurship initiative.
- His support for sustainability and renewable energy projects, and his linkage between national security and climate.

These responsibilities demonstrate that he does not exercise leadership from a position of inheritance, but from a place of considering the future, as a decision-maker, not just an heir.

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[129] Al-Rasheed, M. (2022). Emerging Political Elites in the Gulf States. Routledge.
[130]"Khaled bin Mohamed bin Zayed: Youth, Innovation, and Strategic Foresight", Emirates Policy Center, 2023.

3.4. Integrating Security with Development – The Philosophy of Integrated Leadership

Contrary to what might be expected from a security background, Sheikh Khaled does not limit his focus to hard security only, but rather combines achieving stability with empowering people.

Examples of this include:[131]

His supervision of the food security and biotechnology file.

His support for data protection projects and his follow-up on artificial intelligence and its security and civil applications.

His presence at sports events, cultural exhibitions, and youth forums.

His Highness presents a new image of a security leader: one who thinks about technology, humanity, and the environment as part of national security.

3.5. Strategic Humility – Early Maturity and a Different Tone

A notable trait in Sheikh Khaled's personality is his significant political and human maturity despite his youth, and his tone differs from that of other young leaders.

He does not appear frequently in the media despite his status, reflecting maturity and strategic restraint.

His discourse is characterized by intellectual simplicity and depth in content.

He focuses on values: responsibility, family, balance, without loud slogans.[132]

This points to what is known in leadership as "compound leadership intelligence,"[133] a rare distinction among youth at this level of responsibility.

From this perspective, the emergence of Sheikh Khaled bin Mohamed bin Zayed in Emirati political life does not only represent a new generation in the chronological sense, but a new generation in thinking, balance, and leadership connected to global transformations. He is not

[131] "Leadership for the Future" Report, Emirates Center for Strategic Studies and Research (2022).

[132] Heifetz, R. (1994). Leadership Without Easy Answers. Harvard University Press

[133] Leadership with Integrated Leadership Intelligence refers to a leader's ability to combine multiple forms of intelligence—such as emotional, strategic, social, and technological—simultaneously, and to apply them in a balanced and effective manner in decision-making, communication, and achieving complex goals in dynamic environments. For example, a leader may use emotional intelligence to understand their team, technological intelligence to adopt digital tools, and strategic intelligence to define a long-term plan. See Riggio RE and Reichard RJ, *'The Emotional and Social Intelligence of Effective Leadership'* (2008) 2 *Journal of Managerial Psychology* 169.

merely following those who preceded him but building upon the foundation laid to construct a new level in the edifice of modern UAE.

Balanced leadership for Sheikh Khaled bin Mohamed bin Zayed is not a formal choice or media behavior, but a deeply rooted philosophy in every detail of his personality, conduct, and decisions. It represents a contemporary extension of the thought of Sheikh Zayed – may he rest in peace – and a modern formulation of the vision of Sheikh Mohamed bin Zayed – may God preserve him.
He is a leader who knows how to read the times, respects humanity, and thinks the way his people dream... and this is what makes him a unique model of future leadership in the Arab world.

Table: General Characteristics of Emirati Leadership (A Theoretical Analytical Perspective)

Trait	**Sheikh Zayed Al Nahyan**	**Sheikh Mohamed bin Zayed**	**Sheikh Khaled bin Mohamed**
Value-Based Leadership	Based on principles	Deeply rooted	Evolved with a modern vision
Relationship with the People	Direct and friendly	Strategic and paternal	Interactive and field-oriented
Leadership Tools	Words and closeness	Strategic decision-making and integrated vision	Intelligence and empowerment
Style of Authority	Moral leadership	Advanced institutional authority	Digital and transformational leadership

This chapter views leadership in the UAE not as a mere inheritance of power, but as a legacy of vision and a development of the national project. This system has helped the country remain in a constant state of evolution without generational conflict, where each leader transitions into a new phase of the same project, rather than breaking away from their predecessors.

Accordingly, Sheikh Khaled bin Mohamed bin Zayed today represents the third generation of this leadership model, but he is a generation that carries new tools, a digital vision, and a global mentality… which calls for analyzing him as a new model worthy of independent academic study.

3. The Professional Biography of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

In times of major transformation, history is not made by those who watch from afar, but by those who step forward, read the unknown, and shape reality with a language that only leaders understand.

The policy of humility and closeness to the people adopted by the United Arab Emirates was not the result of academic studies in the most prestigious universities of political science, leadership, and international relations. Rather, it was the fruit of deeply rooted principles in the authentic Arab nature. The founding leader, Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul, established it not only as a political approach, but as a pattern of human, Arab, and faith-based life, passing it on to his children and grandchildren as values are inherited, not as theories are taught. This is why we find its effect today deeply ingrained in every heart that has reflected upon this leadership school, which combines sophistication and mercy, wisdom and public presence.

It is enough to refer to His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, for anyone who sees him today feels that in his stature, there is the shadow of Zayed, and in his style, there is the tenderness of a grandfather and the nobility of morals. He has never left a gathering or visit without ensuring that the memory of his grandfather is preserved, as if the spirit of Zayed still lives and moves in the details of the relationship between the ruler and the citizen, between the leader and the human being. The writer of this chapter is not merely writing about a political experience, but documenting one of the purest forms of human leadership, which represents an extension of the Arab heritage in its noble form.

Sheikh Khaled bin Mohammed bin Zayed Al Nahyan belongs to the third generation of leadership in the United Arab Emirates. This generation was born in an era of empowerment, shaped in an environment open to the world, without losing its deep connection to Emirati values. Sheikh Khaled is viewed as one of the most prominent rising figures in the Emirati political scene, due to his balanced combination of security experience, both Arab and Western academic education, and future economic vision.

This chapter serves as a pivotal point to analyze the personal and professional journey of Sheikh Khaled, from his beginnings in security work, through his high governmental positions, to his appointment as Crown Prince of Abu Dhabi in 2023, focusing on the personal and professional traits that distinguish him, as well as the initiatives he has overseen or launched.

3.1.General Background of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

2.1.1. A Brief Introduction to Sheikh Khaled bin Mohamed bin Zayed Al Nahyan: A Pioneer of Smart Transformation and Human-Centered Leadership

His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, may Allah protect him, is considered a pioneer of smart transformation and human leadership, as he combines the values inherited from his grandfather and father with his new approach in politics: technology, environment, youth empowerment, community leadership, and innovation, as will be clarified later in this book.

Sheikh Khaled bin Mohammed bin Zayed Al Nahyan has been the Crown Prince of Abu Dhabi since March 29, 2023. He is a member of the ruling family of the United Arab Emirates and the son of His Highness Sheikh Mohammed bin Zayed Al Nahyan, President of the United Arab Emirates. Sheikh Khaled holds several important positions in the UAE government, including his work in internal security, serving as the head of the Abu Dhabi Strategic Affairs Committee, and chairing the UAE Genome Council since 2021. He is actively involved in developing national and international policies. He is well known for his prominent role in supporting military and security advancements in the country, as well as his interest in social and economic development fields.

The policy of His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, may Allah protect him, is primarily focused on developing the infrastructure of technology, education, and culture, enhancing the UAE's position as a global destination for innovation and progress.

His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan has played a prominent role in advancing the fields of technology, culture, and education in the UAE. Through his presidency

of the Advanced Technology Research Council, His Highness is keen to accelerate the pace of technological progress in vital sectors, in line with the national innovation strategy, aimed at strengthening the knowledge-based economy.[134]

In support of the strategies for climate neutrality by 2050, His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan established his five-year plan in the fields of energy and technology, emphasizing "the necessity of focusing on qualifying national competencies in various emerging vital sectors, especially in artificial intelligence, autonomous systems, quantum technologies, radar, biotechnology, and clean energy."[135]

He also reinforced the integration of technology into various life sectors, including agriculture. In the field of education, His Highness launched the innovative programming school "42 Abu Dhabi" in October 2021, the first of its kind in the Gulf region, aimed at developing programming skills among youth and preparing them for the future job market. This school was the result of His Highness's efforts to develop scientific and technological innovation relations between the United Arab Emirates and France. As is customary, with his ambitious vision for a bright future for the UAE, the establishment of this school in the UAE was intended to create a capable generation in the field of programming, and in support of Emirati youth, His Highness made admission to the school unconditional, except for the age requirement, which should not be less than 18 years old to be eligible for the knowledge test for admission to the school.[136]

His Highness did not stop at the technological progress witnessed in France and merely transferring their unique experience to the UAE; rather, aiming for the UAE to be a leader in energy, technology, aviation, e-commerce, healthcare, and more, he visited other countries to explore their visions and achievements. Among the most significant of these was Singapore, whose technological advancement inspired him, leading to his efforts to foster scientific cooperation between the UAE and the Republic of Singapore, enhancing not only the scientific and innovative aspects but also the economic ties between the two countries.[137]

His Highness also focused on the cultural aspect, seeking to strengthen strategic partnerships in technological, industrial, and research fields, contributing to the exchange of knowledge and the development of innovations that support the country's economic and cultural directions.[138] This is part of an integrated vision aimed at exchanging knowledge and developing innovations,

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[134]Al Khaleej, 'Khaled bin Mohamed bin Zayed: Research and Development Play a Central Role in Strengthening the Pillars of the Knowledge Economy', Al Khaleej (18 October 2024, Abu Dhabi) https://www.alkhaleej.ae/2024-10-18.
[135] Ibid.
[136] Al Ittihad, 'Khaled bin Mohamed bin Zayed: A New Step in Building Future Leaders', Al Ittihad (11 October 2021, Abu Dhabi) https://www.aletihad.ae/news.
[137] Al Ittihad, 'Khaled bin Mohamed bin Zayed: Strengthening Strategic Partnerships in Technology, Industry, and Research', Al Ittihad (30 October 2024) https://www.aletihad.ae/news.
[138] Al Ittihad, 'Khaled bin Mohamed bin Zayed: Strengthening Strategic Partnerships in Technology, Industry, and Research', Al Ittihad (30 October 2024, Abu Dhabi) https://www.aletihad.ae/news.

which contribute to supporting the country's economic and cultural directions, thus enhancing its position as a global center for innovation and knowledge.

3.1.1. His Noble Lineage and Leadership Roots

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan belongs to the Al Nahyan ruling family of the Emirate of Abu Dhabi, one of the oldest ruling families in the Arabian Gulf region and a direct extension of the ruling house of the United Arab Emirates. He is the eldest son of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the United Arab Emirates and Supreme Commander of the Armed Forces, and the grandson of the late Sheikh Zayed bin Sultan Al Nahyan, the founder of the state and the architect of its modern renaissance. His lineage traces back to the prestigious Bani Yas tribe, which played a pivotal role in the region's political and social history. This tribe gave rise to the Al Bu Falah clan, from which the Al Nahyan branch emerged, assuming the leadership of the Emirate of Abu Dhabi since the 18th century.

With this lineage rooted in a history of governance and leadership, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan stands as a natural continuation of a deep political and spiritual legacy that blends wisdom, vision, and closeness to the people. This is clearly reflected in his balanced leadership personality, which reflects history and looks forward to the future.

- **Bani Yas Tribe: The Social and Political Incubator of Emirati Leadership**

The Bani Yas tribe is one of the most prominent tribal entities in the Arabian Gulf region and has played a key role in shaping the political and social structure of the Emirate of Abu Dhabi, and subsequently the United Arab Emirates. The origins of the tribe date back to central Arabia, and it was formed as a cohesive tribal alliance that settled in the Al Dhafra region before its center of gravity moved to Abu Dhabi Island in the 18th century, after the discovery of freshwater sources there.[139]

Bani Yas was distinguished by its diverse internal structure, as it included several allied clans, most notably: Al Nahyan, Al Falahi, Al Mazari, Al Hawamil, and Al Marashid. This alliance produced a leadership elite with strong tribal and historical credentials that qualified them to lead the region. The Al Nahyan family, a branch of Bani Yas, has been the ruling family in Abu Dhabi since its foundation, which contributed to the consolidation of the concept of "hereditary leadership" within a social context based on tribal legitimacy.

[139] Heard-Bey, F. (2004). From Trucial States to United Arab Emirates: A Society in Transition (2nd ed.). Abu Dhabi: Motivate Publishing, p93.

Bani Yas contributed to the establishment of values such as generosity, courage, and political stability and played a central role in resisting regional and foreign domination attempts.[140] With the founding of the United Arab Emirates in 1971 by Sheikh Zayed bin Sultan Al Nahyan, a descendant of Bani Yas, this tribe became a symbolic and moral root of the Emirati national identity, as reflected in the state's policies of balance, wisdom, and loyalty to historical heritage.

Understanding the composition and political history of Bani Yas is a key to understanding the continuity of leadership in the state, especially with the transition of leadership from Sheikh Zayed to his sons and grandchildren, as a living embodiment of the idea of hereditary leadership within a framework of historical legitimacy and national credibility.

- **His Grandfather Sheikh Zayed bin Sultan Al Nahyan: The Founder and Builder of the Union**

The late Sheikh Zayed bin Sultan Al Nahyan (1918–2004) is considered the founder of the United Arab Emirates and its first president from the establishment of the Union on December 2, 1971, until his passing in November 2004. He was one of the most prominent Arab leaders of the twentieth century, combining wisdom, human compassion, and political acumen, becoming a global symbol of state-building, development, and peace.[141]

[140] Davidson, C. M. (2005). The United Arab Emirates: A Study in Survival. Boulder: Lynne Rienner Publishers, p78

[141] Zahlan, R. S. (1989). The Origins of the United Arab Emirates: A Political and Social History of the Trucial States. London: Macmillan ,p.15& Jassim, Mar'i Ahmad, Sheikh Zayed bin Sultan Al Nahyan:

Sheikh Zayed belonged to the Al Nahyan ruling family in the Emirate of Abu Dhabi and was the youngest son of Sheikh Sultan bin Zayed Al Nahyan. He assumed leadership of the Emirate of Abu Dhabi in 1966. Under his leadership, the emirate—and later the UAE—witnessed a radical transformation from a simple society dependent on traditional resources to a modern, advanced state based on strong infrastructure, a diversified economy, and a society founded on social justice and a human-centered vision.

Sheikh Zayed firmly believed that the true wealth lies in people, which is why he linked his political project to a comprehensive development vision that focused on building the human being before building infrastructure. He was also known for his patience, his attention to the daily details of citizens' lives, and his commitment to listening directly to their demands,[142] which made him close to his people at all stages.

In the picture Sheikh Khaled with his Grand Father Sheikh Zayed

Sheikh Zayed was not just a statesman but a founder of a deeply rooted philosophy of humanitarian leadership that elevated the values of compassion, tolerance, and solidarity. [143]These are the same values he passed on to his sons and which the Emirati leadership continues to uphold to this day, embodied by the third generation in the person of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, as a living continuation of the spirit and authenticity of the Union.

The Builder of the Modern United Arab Emirates (Dar Al-Janadriyah Publishing, Amman, 1998), p. 27. &Graeme Wilson, Zayed: Man Who Built a Nation (Media Prima 2012) P. 43.

[142] The Emirates Center for Strategic Studies and Research, Zayed the Founder (ECSSR 2000) pp. 45–47
[143] Ibid.

- **His Father His Highness Sheikh Mohammed bin Zayed Al Nahyan: Leader of Construction and Sustainability of the Union**

His Highness Sheikh Mohammed bin Zayed Al Nahyan, President of the United Arab Emirates, Supreme Commander of the Armed Forces, and Ruler of the Emirate of Abu Dhabi, is considered one of the most prominent leaders in the contemporary political history of the region. He was born on March 11, 1961, and is the third son of the late Sheikh Zayed bin Sultan Al Nahyan, the founder of the UAE and the builder of its renaissance.[144]

Sheikh Mohammed bin Zayed took on prominent leadership roles from an early age, where he led the development of the UAE Armed Forces with high professionalism, turning it into a regional model for efficiency and organization. He is known for his calm strategic mind and ability to make bold decisions in the most difficult circumstances, especially in matters of security, development, and national sovereignty.

What distinguishes His Highness is his ability to combine strength with compassion. He is a leader who balances political and humanitarian firmness, placing investment in human capital at the top of his priorities. He is credited with launching and supporting large-scale projects in renewable energy, education, health, and artificial intelligence, making the UAE a global model for economic diversification and technological advancement.[145]

[144] The UAE Government, H.H. Sheikh Mohamed bin Zayed Al Nahyan, Official Portal of the UAE Government https://u.ae/en/about-the-uae/the-uae-government/government-leaders/h-h-sheikh-mohamed-bin-zayed-al-nahyan accessed 15 April 2025.
[145] Matthew Hedges, Reinventing the Sheikhdom: Clan, Power and Patronage in Mohammed bin Zayed's UAE (Oxford University Press 2022), p95.

He is also known for his field presence and great humility, often seen alongside soldiers, among Emirati families in gatherings, or standing in queues at condolences and public events, which has reinforced his image as a leader close to his people and distant from formalities.[146]

Sheikh Mohammed bin Zayed represents the second phase of the Union's journey: the phase of consolidating institutions, expanding strategic influence, and building the future. These values have been reflected in the generation he raised, especially His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, who grew up under his care and absorbed from him leadership concepts based on competence, humility, and public service.

.2.1.3 The Relationship Between Sheikh Khaled bin Mohammed bin Zayed and His Father, Sheikh Mohammed bin Zayed Al Nahyan

An image that reflects the depth of thethe Relationship Between Sheikh Khaled bin Mohammed bin Zayed and His Father, Sheikh Mohammed bin Zayed Al Nahyan

The relationship between Sheikh Khaled bin Mohammed bin Zayed and his father, His Highness Sheikh Mohammed bin Zayed Al Nahyan, is one of deep respect, admiration, and mutual

[146] Jamal Sanad Al Suwaidi, His Highness Sheikh Mohamed bin Zayed Al Nahyan: Insights into the Journey of the Man of Humanity (Sanad Books 2023) p.43.

understanding. Sheikh Mohammed bin Zayed, as a father and leader, has always been a guiding figure for his son, instilling in him the principles of leadership, wisdom, and service to the people.

Sheikh Khaled, who grew up under the direct mentorship of his father, inherited the core values of leadership and public service. His father, known for his calm demeanor and strategic mind, played a key role in shaping his son's approach to leadership, emphasizing the importance of competence, humility, and compassion in governance.

Their relationship is not only one of father and son, but also one of partnership in the development and progress of the UAE. Sheikh Khaled, following in his father's footsteps, continues to contribute to the country's growth, with a focus on innovation, technology, and empowering the next generation.

Talking about the relationship between Sheikh Khaled Al Nahyan, may Allah protect him, and his father, His Highness Sheikh Mohammed bin Zayed Al Nahyan, is one of the most prominent human and leadership aspects that show the depth of upbringing and familial loyalty in the Emirati model.

When His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, may Allah protect him, stands beside his father... the son takes the lead before the crown prince.

Sheikh Khaled listening carefully and respectfully to his excellency Sheikh Mohamed

Despite the high leadership position His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan holds as the Crown Prince of Abu Dhabi and the Chairman of the Executive Council of the Emirate, what stands out the most in his presence beside his father, His Highness Sheikh Mohammed bin Zayed Al Nahyan, the President of the UAE, is his immense humility and his role as a devoted son before being a leader.

In every joint appearance, Sheikh Khaled does not stand out by title or position but by the dignity of filial respect and deep appreciation for his father, which he does not hide even during moments of honor or official receptions.

"A photo that reflects Sheikh Khaled's deep love and pride for his father during an employee recognition ceremony."

This behavior expresses great moral and educational maturity, reflecting a profound understanding of the balance between authority and piety, leadership and family respect.

This model reinforces in the societal consciousness the image of a leader whose humility is not diminished by titles, and whose authority does not strip him of his humanity, but rather completes him and brings him closer to the hearts of the people.

An Exceptional Relationship... From the School of the Father to the Field of Leadership

The relationship between His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan and his father, His Highness Sheikh Mohammed bin Zayed Al Nahyan, President of the United Arab Emirates, is distinguished by being a relationship that goes beyond the traditional framework of fatherhood to become an integrated educational and leadership bond. Sheikh Khaled was raised under the care of his father, who is considered one of the most prominent and inspiring leaders in the Arab world, and he absorbed from his father's school the meanings of leadership by example, wisdom, and firmness coupled with compassion.

This relationship was not confined to the private sphere only, but extended to be reflected in the field, where His Highness Sheikh Khaled appeared on various occasions working alongside his father—not merely as an assistant or deputy, but as a devoted student learning from the calmness of decision-making and depth of vision. In these moments, it becomes clear to observers that Sheikh Khaled, despite his status as Crown Prince, always presents himself as a devoted and

humble son, overflowing with respect and loyalty to his father, not as a leader seeking to prove himself.

This model embodies the spirit of Emirati leadership passed down through values, not just positions, where the father is the teacher, the leader is the role model, and the son is the heir raised under his eye to continue the journey—not in a traditional manner, but with a renewed spirit rooted in the depth of the family.

It is a relationship that summarizes many elements of politics and administration and proves that the strongest tools for preparing leaders are not always found in institutes, but rather begin at home, in the hands of a father who, with his words and actions, shapes a personality entrusted with the responsibility of the nation.

2.1.4. His Mother, Her Highness Sheikha Salama bint Hamdan Al Nahyan: The Mother Who Instilled Values and Shaped Awareness

Sheikh Khaled bin Mohammed bin Zayed was raised in a family environment rich in values and knowledge, and his mother, Her Highness Sheikha Salama bint Hamdan Al Nahyan, played a major role in shaping his social and cultural awareness. She is not only a lady from the ruling family, but also a national figure with a prominent impact in the fields of culture, education, and humanitarian work. Through a foundation that bears her name, Sheikha Salama has been able to leave a deep mark on the new generations and contribute to building a knowledge-based society, rooted in its identity and open to the future. This educational legacy has been reflected in the personality of Sheikh Khaled, who combines leadership firmness with a balanced human vision.

The Lineage and Social Status of Her Highness Sheikha Salama bint Hamdan Al Nahyan

Her Highness Sheikha Salama bint Hamdan bin Mohammed Al Nahyan is the wife of His Highness Sheikh Mohammed bin Zayed Al Nahyan, President of the United Arab Emirates, and the mother of the Crown Prince of Abu Dhabi, Sheikh Khaled bin Mohammed bin Zayed Al

Nahyan.
Sheikha Salama belongs to the Al Nahyan ruling family and is the daughter of Sheikh Hamdan bin Mohammed Al Nahyan, one of the most prominent figures in the history of Abu Dhabi. This means she belongs to a distinguished branch of the family, which has enhanced her social and symbolic status.[147]

The Social and Cultural Role of Her Highness Sheikha Salama bint Hamdan Al Nahyan

Her Highness Sheikha Salama is not only a lady from the ruling family, but is considered one of the most influential female figures in the UAE, especially in the fields of art, education, health, and early childhood development.[148]

Her most important roles:

1. **Chairwoman of the Salama bint Hamdan Al Nahyan Foundation**
   The foundation was established in 2010 as a philanthropic and developmental initiative concerned with improving the quality of life in Emirati society through programs in culture, arts, education, and medical research.
   Among its most prominent programs:[149]

   Early childhood development program in cooperation with international universities.

   Supporting young Emirati talents in the arts.

   Partnership with global medical institutions to enhance health research in the country.

2. **Patron of Modern Emirati Art**
   She supported the establishment of local art exhibitions and the launch of programs to train Emirati artists.[150]

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[147] The National News, 'Who is Sheikha Salama bint Hamdan Al Nahyan?' (The National, 2023) https://www.thenationalnews.com accessed 19 April 2025.& UAE Presidential Court, 'Her Highness Sheikha Salama bint Hamdan Al Nahyan: Profile' (Presidential.ae, 2024) https://www.presidential.ae accessed 19 April 2025.
[148] Salama bint Hamdan Al Nahyan Foundation, Lest We Forget (Salama bint Hamdan Al Nahyan Foundation 2014).& Reem Tariq Mutwalli and Ṣāliḥ Barakāt (eds), Art, My Passion: The Collection of Their Highnesses Sheikha Salama Bint Hamdan and Sheikh Mohammed Bin Zayed Al Nahyan (Mixed Media 2008).
[149]Salama bint Hamdan Al Nahyan Foundation, 'Our Initiatives' (shf.ae, 2024) https://www.shf.ae/en/initiatives accessed 19 April 2025.

[150] Salama bint Hamdan Al Nahyan Foundation, 'Arts and Culture Initiatives' (shf.ae, 2024) https://www.shf.ae/en/initiatives/arts-culture accessed 19 April 2025. & Department of Culture and Tourism – Abu Dhabi, 'Saadiyat Cultural District and the Louvre Abu Dhabi' (dct.gov.ae, 2023) https://www.dct.gov.ae accessed 19 April 2025.

She has a strong presence in the development of the "Louvre Abu Dhabi" and the art program on Saadiyat Island.[151]

3. **Focus on Education and Innovation**
   She supports non-traditional educational initiatives.
   She gives special attention to children's education and empowering mothers.[152]

Personality and Influence of Her Highness Sheikha Salama bint Hamdan Al Nahyan
Sheikha Salama is known for her calm, refined personality, and her distance from excessive media appearances. However, her influence is prominent in every developmental or cultural project that bears her name or that she supports. She is known as an inspiring mother who instilled in her children—especially Sheikh Khaled—the values of discipline, love of knowledge, and humility.

Her Highness Sheikha Salama bint Hamdan Al Nahyan: The Woman Behind the Leader
Her Highness Sheikha Salama bint Hamdan bin Mohammed Al Nahyan, the mother of the Crown Prince of Abu Dhabi, Sheikh Khaled bin Mohammed bin Zayed, belongs to one of the esteemed branches of the Al Nahyan ruling family. She is considered one of the most prominent female figures in the UAE and the region.
She is distinguished by her vital role in empowering culture, supporting social initiatives, and establishing a refined model of calm and influential female leadership. In addition to her chairmanship of the Salama bint Hamdan Al Nahyan Foundation—which is concerned with education, arts, and early childhood development—she has continuously supported a number of humanitarian projects through the Emirates Red Crescent Authority, reflecting her deep commitment to charitable work both locally and internationally.[153]
She was awarded the "Most Popular Lady Award" in 2011 by the Middle East Excellence Awards Institute in recognition of her social contributions, and she received the Sharjah Award for Voluntary Work in 2012 for her work in community service.
She was also honored by *Canvas* magazine, which specializes in the arts, by being selected among the top 50 influential and prominent figures in the cultural and artistic fields in the Middle East, affirming her pioneering role in supporting creativity and cultural thought in the region.[154]
This humanitarian and cultural legacy represented by Sheikha Salama is clearly reflected in the personality of her son, Sheikh Khaled, who inherited from both of them the values of social

[151] Salama bint Hamdan Al Nahyan Foundation, 'Arts and Culture Initiatives' (shf.ae, 2024) https://www.shf.ae/en/initiatives/arts-culture accessed 19 April 2025 & Department of Culture and Tourism – Abu Dhabi, 'Saadiyat Cultural District and the Louvre Abu Dhabi' (dct.gov.ae, 2023) https://www.dct.gov.ae accessed 19 April 2025.
[152] Salama bint Hamdan Al Nahyan Foundation, 'Early Childhood Development' (shf.ae, 2024) https://www.shf.ae/en/what-we-do/early-childhood-development/ accessed 19 April 2025.
[153] H.H. Sheikha Salama bint Hamdan Al Nahyan receives Philippines' First Lady." Dubai Eye 103.8. https://www.dubaieye1038.com/news/local/h-h-sheikha-salama-bint-hamdan-al-nahyan-receives-philippines-first-lady/Dubai Eye 103.8
[154] See https://www.shf.ae/ar/who-we-are/our-founder/

responsibility, commitment to identity, and openness to the world. Thus, his mother has become a model of "the woman who shapes leadership" in the background of a vibrant Emirati scene filled with giving and excellence.

2.1.5. His Family

Sheikh Khaled bin Mohamed bin Zayed Al Nahyan was born on January 8, 1982, and he is the eldest son of Sheikh Mohamed bin Zayed, as we mentioned earlier. His Highness the Crown Prince married Her Highness Sheikha Fatima bint Suroor in 2008, and since then, God has blessed them with three children: a son and two daughters, who form a family nucleus that combines deep-rooted heritage and continuity. They are Shamma, Mohamed, and Salama.

In the picture, the sons of the Crown Prince of Abu Dhabi, Sheikha Salama, Shamma, and Sheikh Mohammed, appear.

Crown Prince of Abu Dhabi Sheikh Khaled bin Mohamed Al Nahyan with his three children.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, and his wife Her Highness Sheikha Fatima bint Suroor bin Mohamed Al Nahyan, were blessed on March 12, 2025, with a new baby, named Sheikh Zayed bin Khaled bin Mohamed bin Zayed

Al Nahyan,[155] carrying the name of the founding grandfather, the late, God willing, Sheikh Zayed bin Sultan Al Nahyan, in a symbolic continuity that holds great national and familial significance.

This family represents a complete image of the extension of Emirati values within a cohesive family environment that balances leadership, social and familial responsibility, and reflects the spirit of stability and balance that characterizes the ruling house in Abu Dhabi.

Crown Prince of Abu Dhabi His Highness Sheikh Khaled with his three children in one of the community initiatives.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is distinguished by his deep and emotional relationship with his children, as he is known for being very close to them and keen to accompany them during national occasions, community initiatives,

[155] Khaleej Times, 'Crown Prince of Abu Dhabi Welcomes Newborn Son Zayed bin Khaled' (12 March 2025) https://www.khaleejtimes.com/arabic/uae/ولي-عهد-أبوظبي-يستقبل-مولوده-الجديد-زايد-بن-خالد accessed 20 April 2025.

Crown Prince of Abu Dhabi His Highness Sheikh Khaled with his children at a national event.

In the photo, Sheikh Khaled appears during a hunting trip with his three children and his brother Sheikh Zayed bin Mohamed bin Zayed Al Nahyan.

and even in hunting trips that reflect both a cultural and educational dimension at the same time.

The picture shows Crown Prince of Abu Dhabi Sheikh Khaled with his daughter Sheikha Shamma during one of the hunting trips.

This behavior does not come only spontaneously, but is a firm educational commitment, reflecting Sheikh Khaled's belief in the importance of building family bonds at an early age, based on the noble prophetic guidance, where the Messenger of Allah ﷺ said: "Honor your children and discipline them well."[156] It is also based on the Prophet's approach of taking

[156] Sunan Ibn Majah, Hadith 3671, Book 33 (Book of Zuhd), Hadith 15.

children along at the age of seven to be part of the educational and practical upbringing environment. His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, in his relationship with his children, embodies a refined model of leadership education inspired by the prophetic guidance.
The picture shows Crown Prince of Abu Dhabi Sheikh Khaled with his daughter during one of the national events.

By insisting on accompanying them to national events, social occasions, and even on hunting trips, he does not only play the role of the father, but revives the prophetic traditions of upbringing through companionship, example, and practical participation.
The noble prophetic guidance indicated a set of deep educational principles in dealing with children, which can be summarized in three main axes:

1. **Allowing for interaction and learning:**
   The Prophet ﷺ used to include children in the gatherings of adults and taught them proper listening and attentiveness. This makes the presence of children beside leaders in gatherings an opportunity to instill manners and deep understanding from a young age.

2. **Preparing for leadership and responsibility:**
   The Prophet ﷺ used to prepare children for what they would become in the future, training them to bear responsibilities and qualifying them for leadership and command, as he did with Usama bin Zaid, who led an army at the age of seventeen.[157]

3. **Teaching through play and affection:**
   He ﷺ used to raise children with love and joy — kissing them, playing with them, and

[157] Ibn Hajar al-Asqalani, Fath al-Bari bi Sharh Sahih al-Bukhari, vol. 8 (Dar al-Ma'rifah 1959) p. 123. &Al-Tabari, Tarikh al-Rusul wa al-Muluk (History of the Prophets and Kings), vol. 3 (Dar al-Kutub al-Ilmiyyah 1987) p. 297.

teaching them through play [158]— a method modern education considers among the most effective, yet Islam adopted it over fourteen centuries ago.

In light of this guidance, Sheikh Khaled presents a living model that exemplifies the practical application of these values, ensuring he is a true role model within his family — not just through direct instruction, but through daily engagement, personal example, and involvement in his children's lives, enhancing in them a sense of responsibility and belonging from an early age.

In a rare and deeply meaningful scene, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan attended a local jiu-jitsu championship match in the Emirate of Abu Dhabi, in which his daughter Sheikha Shamma was competing — and she indeed won the match. However, the analytical value of this presence lay not only in the result, but in the symbolic messages embodied in His Highness's behavior as both a father and a leader.

Crown Prince of Abu Dhabi Sheikh Khaled watching his daughter attentively during the match.

In moments captured by the camera lenses, His Highness Sheikh Khaled appeared not as the Crown Prince preoccupied with the strategic, security, and developmental affairs of the state, but as a father in every sense of the word: standing humbly, watching his daughter with passion, his features reflecting genuine emotional tension and real empathy for her movements and expressions, as if time had stopped at a moment that had nothing to do with the state, but with the heart, family, and personal identity.[159]

This scene was not a fleeting event, but reflects a comprehensive psychological structure in His Highness's personality, based on the balance between public leadership and family affiliation,

[158] Muslim ibn al-Hajjaj, Sahih Muslim, Book of Virtues (Kitab al-Fada'il), Hadith no. 2316.& Ibn Qayyim al-Jawziyya, Tuhfat al-Mawdud bi Ahkam al-Mawlud (Dar Ibn al-Jawzi 2003) p. 85.
[159] Shivani, VIDEO: Abu Dhabi Crown Prince's Proud Moment Watching Daughter's Jiu-Jitsu Match Wins Hearts Online, (Dec 16, 2024, U.S.) available at https://www.timesnownews.com/viral/video-abu-dhabi-crown-princes-proud-moment-watching-daughters-jiu-jitsu-match-wins-hearts-online-article-116369027

between the great task as the Crown Prince of the Emirate of Abu Dhabi, and the deeper responsibility as a father and educator to children in the formative age.

Sheikha Shamma's victory and her honoring by the Crown Prince of Abu Dhabi.

"Followers shared the incident with much respect, with one commenter writing: 'Some fathers claim they are too busy with their work or business to spend time with their children, yet Sheikh Khalid bin Mohamed bin Zayed manages a country, and still dedicates time for his children....'[160]

This leadership behavior is not new to the family, as His Highness's father, Sheikh Mohammed bin Zayed, is known for his passion for his family, which indicates the continuity of values such as discipline and balance within the ruling family.

This balance between authority and emotions, between great tasks and small duties, between the state and family, is what gives His Highness Sheikh Khalid a rare human depth in modern leadership models. He practically embodies one of the pillars of emotional intelligence in leadership, which is not only measured by how crises are managed, but also by how love, support, and silent role-modeling are expressed. Moreover, Sheikh Khalid, through this closeness, represents the contemporary Emirati father who balances his leadership responsibilities with his family duties and presents an inspiring image of the Emirati family. He does not just play the role of the overall leader, but also practices his role as a father and educator, seeing the family as a fundamental building block for both the individual and society. This commitment to paternal presence and close upbringing reflects a comprehensive educational vision, believing that values are instilled through role-modeling, and that family stability is the foundation of national stability.

[160] For more see: https://ar.harpersbazaararabia.com

2.2.Educational Journey, Hobbies, and Interests

.2.2.1The Educational and Professional Journey of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

2.2.1.1. Educational Journey

Since his early years, His Highness Sheikh Khalid bin Mohamed bin Zayed Al Nahyan has been known for his deep passion for military life and his constant aspiration to engage in fields of honor and defending the nation. Even at a very young age, he volunteered in national programs and initiatives dedicated to the youth, participating enthusiastically in field training activities and voluntary camps, which earned him the admiration of his trainers and companions, who observed in him from an early age sign of seriousness, discipline, and commitment.

The Crown Prince of Abu Dhabi, Sheikh Khalid, during his childhood while volunteering in the National Army.

This early inclination towards the fields of military work was not fleeting or born out of momentary enthusiasm, but rather represented a deeply rooted seed in his character, which later grew to become one of the pillars of his leadership vision, based on loyalty, sacrifice, and love for the country above all else.

This early love for the military later reflected in his educational and professional path, where His Highness enrolled at the Royal Sandhurst Military Academy, continuing his journey in the

footsteps of those who came before him, proving that leadership does not start from positions, but from a heart that beats with love for the land, and a constant readiness to protect it.

His Highness Sheikh Khalid with his father, His Highness Sheikh Mohammed bin Zayed Al Nahyan, during his graduation ceremony.

He received his basic education in the United Arab Emirates and graduated from the American University in Sharjah with a Bachelor's degree in International Relations. He then pursued political and military education at some of the world's top universities. He joined the Royal Military Academy Sandhurst in the United Kingdom, where he completed a one-year officer training course. He obtained a Ph.D. from King's College London (Department of War Studies) in 2014. [161]This prestigious educational and military background highlights the distinguished qualifications of His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, which are reflected in his various leadership roles in the United Arab Emirates.

After graduation, he held several high-ranking security positions in the country, including being appointed as the head of the State Security Department in 2016, and then as Deputy National Security Adviser in 2017.[162] Additionally, Sheikh Khalid holds membership in several prominent councils and bodies, including the board of directors of the Abu Dhabi National Oil Company (ADNOC) and the Abu Dhabi Investment Authority[163]

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[161] Khitam Al Amir, Sheikh Khaled: Rise of the leader over the years, Gulf News, (March 31, 2023, Abu Dhabi) Available at https://gulfnews.com/uae/government/sheikh-khaled-rise-of-the-leader-over-the-years-1.94803267

[162] WAM (Emirates News Agency), 'President issues Federal Decree appointing Chairman of State Security Department' (15 February 2016) https://wam.ae/en/details/1395291615595 accessed 20 April 2025. & Gulf News, 'Sheikh Khaled: Rise of the leader over the years' (29 March 2023) https://gulfnews.com/uae/government/sheikh-khaled-rise-of-the-leader-over-the-years-1.94803267 accessed 20 April 2025.

[163] Abu Dhabi National Oil Company (ADNOC), 'Khaled bin Mohamed bin Zayed chairs meeting of Executive Committee of ADNOC Board of Directors' (11 September 2024) https://adnoc.ae/en/news-and-

2.2.1.2. Professional Journey

Sheikh Khaled plays a significant role in supporting national security and promoting international security cooperation. His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan held several prominent positions in the security field in the United Arab Emirates. He was appointed Head of the State Security Service at the ministerial level on February 15, 2016, [164]and continued in this position until January 17, 2017, when he was appointed Deputy National Security Advisor at the ministerial level.[165]

His role in the security field was pivotal, as he combined strategic leadership and a forward-looking vision to achieve national security. His efforts were not confined to one sector but extended to multiple areas, making his influence comprehensive and direct in enhancing the security and stability of the UAE. His Highness worked on linking national security with other sectors such as the economy and politics, through integrated policies that ensure the stability of the state. He also played an effective role in addressing emerging threats such as cyber espionage

media/press-releases/2024/khaled-bin-mohamed-bin-zayed-chairs-meeting-of-executive-committee-of-adnoc-board-of-directors accessed 20 April 2025. & Abu Dhabi Investment Authority (ADIA), 'Board of Directors' (2023) https://www.adia.ae/en/investments/governance/board-of-directors accessed 20 April 2025.

[164]WAM - Emirates News Agency, The President of the UAE issues a Federal Decree appointing Khalid bin Mohammed bin Zayed as Head of the State Security Service at the ministerial level. WAM, (February 15, 2016, Abu Dhabi) See the website: https://www.wam.ae/ar/article/hszklns7

[165]Emirates Today, The President of the UAE issues a decree appointing Khalid bin Mohammed bin Zayed as Deputy National Security Advisor. Emirates Today, (January 16, 2017, Abu Dhabi) See the website: https://www.emaratalyoum.com/local-section/other

and financial crimes, through activating international cooperation and adopting advanced technologies. His efforts contributed to enhancing the UAE's standing as one of the safest and most stable countries in the world. He was able to build an advanced security system capable of adapting to future challenges.

His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, may God protect and guide him, supported programs to develop national competencies in security agencies, which contributed to increasing readiness and efficiency. He also focused on promoting innovation in the security sector by encouraging research and development.

During his presidency of the State Security Service, Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, may God protect and guide him, oversaw the development of security policies aimed at enhancing national stability by modernizing security agencies and adopting modern technologies to address security challenges. The UAE leadership laid the foundations for international security and strategic relations in the fight against terrorism, including efforts to strengthen counterterrorism systems and address evolving security threats.

During his tenure as Head of the State Security Service and Deputy National Security Advisor, he focused on modernizing security infrastructure by adopting modern technology, supporting the use of artificial intelligence and data analysis to proactively identify and effectively address security threats. In addition to enhancing cooperation with international partners, His Highness oversaw the signing of cooperation agreements with friendly and sister countries to exchange security information and expertise in facing shared challenges such as terrorism and cybercrime. Under the leadership of His Highness Sheikh Mohammed bin Zayed Al Nahyan, the UAE strengthened its security cooperation with many countries to exchange information and expertise in confronting common challenges such as terrorism and cybercrime. Among these efforts, cooperation with the European Union is notable. On July 2, 2024, the sixth structured dialogue between the European Union and the UAE was held on combating terrorism financing and money laundering, where continued cooperation in combating financial crimes and enhancing international collaboration in this area was emphasized. The UAE also launched its National Strategy for 2024-2027 on September 4, 2024, to combat money laundering and terrorism financing and the financing of the spread of weapons.[166] The strategy outlines 11 goals for legislative and regulatory reforms that the UAE is undertaking to combat the impact of illicit activities on society in accordance with international standards. This aligns the UAE's approach with the European Union's vision in combating organized crime, illegal migration, and terrorism, in cooperation with INTERPOL, and activating the role of security agencies responsible for these tasks.[167]

[166]European Centre for Counterterrorism and Intelligence Studies (ECCI) International Security - Paths of Relations between the UAE and the European Union, Cybersecurity, and Crime Fighting (October 12, 2024, Dubai) See the website: https://www.europarabct.com
[167] Ibid

Negotiations were also held with the United States of America to enhance cooperation in the fields of intelligence and cybersecurity. The joint efforts contributed to dismantling terrorist networks within the UAE and exchanging information to confront common threats. The UAE has played an important role in combating human trafficking, participating in international operations in cooperation with Interpol to combat human trafficking crimes, resulting in the arrest of hundreds of individuals and the rescue of victims from criminal networks. Additionally, national initiatives for cybersecurity were launched, with notable examples including the establishment of programs and initiatives to protect the country's cyber space, enhancing the UAE's ability to counter cyberattacks and protect critical infrastructure. Security systems were also restructured, supporting the development of flexible and responsive security systems aligned with the rapid changes in the nature of threats. These efforts contributed to enhancing the UAE's status as one of the safest and most stable countries in the region and the world, reflecting positively on the economy and society.[168] Intelligence cooperation and combating organized crime are part of an ongoing strategy, which the country's leadership, including prominent security figures such as Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, has contributed to establishing.

The UAE has taken it upon itself to periodically organize its defense system, ensuring the country's military readiness and superiority over the military systems of other nations. Therefore, every year, the UAE hosts the largest military aircraft exhibition, which several countries participate in. This exhibition serves as a global platform to showcase the latest innovations, solutions, and services in civil and defense aviation, while hosting experts and specialists from around the world to share their experiences and discuss the challenges facing the sector and its future. His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan praised the level of organization of the exhibition, which is held according to the highest international standards in the exhibition industry, adding to the success of the UAE and its distinction in hosting major global events and gatherings. The 2021 Dubai Airshow edition featured more than 20 international pavilions, in addition to air displays and the showcasing of more than 160 commercial, military, and private aircraft. [169]This allows the UAE to stay updated on the latest developments in defense systems and enables the world's nations to see the UAE's advancements in civil and military aviation.

[168] Al Khaleej, Khalid and Zayed bin Mohammed bin Zayed Inspect the Latest Innovations in the Defense Field, Al Khaleej (November 19, 2021, Abu Dhabi). You can refer to the website here
[169] Al Ittihad, UAE and Enhancing International Cooperation to Combat Organized Crime, Al Ittihad (November 15, 2024, Abu Dhabi).

The training of the nation's youth in the military and security fields is not just at the local level, but also on the global stage, and was one of the wise leadership's goals in the UAE, in line with the evolving security and military challenges facing the world today. His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan emphasized the importance of supporting these national military and security talents, ensuring that the UAE remains at the forefront globally. His Highness believes in the role of the Joint Command and Staff College, not only in preparing and qualifying officers and leaders in military fields, but also in preserving peace and providing necessary solutions and innovations during crises, not only in the UAE but also in the Arab world and globally. The UAE is renowned for its significant role in supporting countries in need, particularly in times of humanitarian crises, disasters, and wars. His Highness participated in the graduation ceremony of the 33rd joint course at the Joint Command and Staff College, confirming his leadership's commitment to the significant role played by the country's military personnel in protecting the nation and ensuring its security. The ceremony was held on July 11, 2024, at the college's headquarters in Abu Dhabi, to congratulate them on this occasion, raise their spirits and morale, and enable them to fulfill their leadership responsibilities and perform their duty toward the homeland, contributing to preserving its achievements and upholding its interests, under a wise leadership that supports its people and army and affirms the importance of its role in protecting the people.[170]

[170]Al-Ittihad, Khaled bin Mohamed bin Zayed: Consolidating a Culture of Excellence and Leadership in the Armed Forces Institutions, Al-Ittihad, (12 July, 2024, Abu Dhabi). See on this website: https://www.aletihad.ae/news

Moreover, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, has worked to support community initiatives aimed at enhancing security awareness among citizens and residents, by launching awareness campaigns and training programs.
His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, played a pivotal role in supporting community initiatives aimed at enhancing security awareness. Among the most prominent of these initiatives is the Emirates Skills National Competition, where His Highness attended the fifteenth edition of this competition, held under the patronage of Her Highness Sheikha Fatima bint Mubarak, and aims to enhance cooperation among students to acquire new skills and maintain continuous learning, thus contributing to the qualification of national competencies capable of competing globally.

[171]. Also, the "Nafis" program, during which His Highness attended a session entitled "Our ambition... is to compete with the world through them," where he emphasized the importance of expanding the scope of national programs and initiatives that contribute to qualifying national

[171]Al-Khaleej, Khaled bin Mohamed bin Zayed: Qualifying National Competencies Contributes to Driving Growth and Prosperity in the UAE, Al-Khaleej, (24 April 2024, Abu Dhabi). See on this website: https://www.alkhaleej.ae/2023-03-30

competencies to compete in local and global labor markets, thereby enhancing security and economic awareness among citizens.[172]

In addition, His Highness launched several initiatives aimed at improving the quality of life in the community and raising awareness in various fields, such as the Abu Dhabi Customer Experience Program, which aims to enhance the customer experience with government departments in the Emirate of Abu Dhabi in accordance with international standards.[173] He also developed smart applications that enable easy reporting of any security threats. Furthermore, open dialogue sessions were organized with youth and the local community to promote a culture of tolerance and combat extremist ideologies. Community centers were supported to provide psychological support and raise awareness among families on how to protect their children from being influenced by extremist thoughts.

He supported the organization of awareness campaigns to educate citizens and residents on how to protect their personal data online, especially with the increasing electronic threats. Workshops were encouraged in cooperation with educational institutions to familiarize students and residents with the security risks associated with technology. Training programs were also launched targeting individuals and institutions to increase awareness of cyberattacks and how to respond to them.

His Highness also supported projects such as the establishment of direct communication channels between citizens and the police to report any suspicious activities, which strengthened the sense of security responsibility among community members. "His Highness also reviewed models of the latest defense and security industry solutions and initiatives aimed at enhancing the

[172]Abu Dhabi Media Office, Khaled bin Mohamed bin Zayed Attends a Session Titled "Our Ambition... Competing with the Nations of the World", Abu Dhabi Media Office (6 November 2024, Abu Dhabi). See on this website: https://www.mediaoffice.abudhabi/ar/crown-prince-news

[173] Al Khaleej, 'Khaled bin Mohamed bin Zayed: A Leadership Inspired by the Path of His Grandfather and Father', Al Khaleej (30 March 2023, Abu Dhabi) https://www.alkhaleej.ae/2023-03-30.

defense and security sector in the UAE and keeping up with the latest developments in this vital sector."[174]

These efforts have contributed to strengthening the culture of shared responsibility between the community and security agencies, raising the level of security awareness among all segments of society, making the UAE one of the safest and most stable countries.

These efforts also demonstrate His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan's commitment to enhancing national security, through the development of security policies, strengthening international cooperation, and supporting community initiatives. These initiatives stemmed from his belief that every community initiative enhances individual awareness, making them more capable of cooperating with security authorities and contributing to building a society better prepared to face security threats. This integration between the community and security institutions is the foundation of national security. When society is aware of risks such as cybercrimes, terrorism, or drugs, it becomes less vulnerable to targeting. Additionally, raising awareness among families about security and social risks enhances their resilience against threats that may affect national security. Teaching individuals how to recognize and report threats helps security agencies respond swiftly.

These initiatives, under the supervision and support of Sheikh Khalid bin Mohammed bin Zayed Al Nahyan, have contributed to building a conscious security culture within the UAE community, which has enhanced the country's ability to effectively face increasing security challenges, involving the community as a key contributor to maintaining security and stability.

2.2.2. Personal Interests and Hobbies

2.2.2.1. Personal Interests

The personal interests of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, reflect a holistic leadership vision that extends beyond political engagement to include sports, culture, knowledge, and environmental sustainability. Sheikh Khaled is known for his passion for high-intensity physical activities, having participated in several local and international sports events such as the "UAE Tour Cycling Challenge." He consistently promotes sports as a healthy and sustainable lifestyle, especially among Emirati youth.[175] Sheikh Khaled is

[174]Al Bayan, Khaled bin Mohamed bin Zayed Explores Defense and Security Industry Solutions, Al Bayan (February 25, 2023, Abu Dhabi) available at https://www.albayan.ae/uae/news/2023-02-25-1.4621568

[175] Abu dhabi Media office, Abu Dhabi Executive Council. (2023). Sheikh Khaled bin Mohamed participates in UAE Tour Challenge. Abu dhabi Media office (20 Jan, 2025, India) Available at: https://www.admediaoffice.ae

also distinguished by his deep interest in the sport of jiu-jitsu, [176]a passion he appears intent on passing down to his children

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In addition to his interest in sports, Sheikh Khaled bin Mohamed bin Zayed Al Nahyan demonstrates a clear commitment to culture, reading, and scientific innovation. He is one of the leading advocates of artificial intelligence (AI) initiatives in the United Arab Emirates. In February 2025, affirming his strong belief in the significance of this field, His Highness was appointed Vice Chairman of the Artificial Intelligence and Advanced Technology Council, which is responsible for developing AI-related policies and strategies in Abu Dhabi.[177]

Among his most notable achievements in this domain is the launch of the Abu Dhabi Artificial Intelligence Strategy and the establishment of the AI company "AI71" in November 2023. This company, affiliated with the Advanced Technology Research Council, aims to deliver innovative AI solutions with a strong focus on data privacy and decentralized control.[178]

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[176] Amit Chaturvedi, Sheikh Khaled Bin Mohamed Bin Zayed Al Nahyan: 5 Points On UAE's New Crown Prince. World News (Mar 30, 2023, Abu Dhabi) Available at https://www.ndtv.com/world-news/sheikh-khaled-bin-mohamed-bin-zayed-al-nahyan-5-points-on-uaes-new-crown-prince-3905914

[177] Abu Dhabi Media Office, *In His Capacity as Ruler of the Emirate of Abu Dhabi… the President of the UAE Issues a Resolution Reconstituting the Artificial Intelligence and Advanced Technology Council*, Abu Dhabi Media Office, (12 February 2025, Abu Dhabi)
Available at: https://www.mediaoffice.abudhabi/ar/government-affairs/in-his-capacity-as-ruler-of-abu-dhabi-uae-president-issues-a-resolution-reconstituting-artificial-intelligence-and-advanced-technology-council

[178] Abu Dhabi Media Office, *Khaled bin Mohamed bin Zayed Launches Advanced Technology Research Council's New AI Company "AI71"*, Abu Dhabi Media Office, (28 November 2023, Abu Dhabi)

In September 2024, His Highness approved ADNOC's innovative strategy in the field of artificial intelligence and digital technology, which seeks to harness the power of AI to enhance efficiency and achieve sustainability in the company's operations.[179] He also emphasized the importance of building an integrated ecosystem that enables the effective deployment of AI technologies across various vital sectors—thereby supporting sustainable development and strengthening the nation's global competitiveness.[180]

Furthermore, Sheikh Khaled has shown significant interest in clean energy. During his participation in the Abu Dhabi Sustainability Week Summit 2025, he reaffirmed the UAE's commitment to advancing global efforts for a transition to clean energy sources through innovative strategies and ambitious plans focused on youth empowerment and the integration of smart solutions.[181]

In October 2021, His Highness launched a partnership aimed at supplying ADNOC's power grid with electricity generated from nuclear and solar sources free of emissions, making it the first oil and gas company to meet its electricity needs entirely from clean energy.[182] As part of his commitment to supporting the transition to renewable energy, His Highness inaugurated a national wind energy program in October 2023, which includes the installation of wind turbines at four strategic locations across the country, with a production capacity exceeding 100 megawatts. This project is designed to meet the electricity needs of over 23,000 homes while reducing carbon emissions by approximately 120,000 tons annually—demonstrating a clear direction toward enhancing environmental sustainability and strengthening the UAE's position in the field of clean energy.[183]

Available at: https://www.mediaoffice.abudhabi/ar/technology/khaled-bin-mohamed-bin-zayed-launches-advanced-technology-research-councils-new-ai-company-ai71

[179] Argaam, Khaled bin Mohamed bin Zayed Approves ADNOC's Digital Technology Strategy, Argaam, (12 September 2024, Abu Dhabi)
Available at: https://www.argaam.com/ar/article/articledetail/id/1754221

[180] Emarat Al Youm, *Khaled bin Mohamed: Building an Integrated Ecosystem to Employ Artificial Intelligence in Vital Sectors*, Emarat Al Youm, (6 June 2024, Abu Dhabi)
Available at: https://www.emaratalyoum.com/local-section/other/2024-06-06-1.1858667

[181] Emarat Al Youm, *Khaled bin Mohamed: The UAE Is Keen to Advance the Global Shift Towards Clean Energy*, Emarat Al Youm, (16 January 2025, Abu Dhabi)
Available at: https://www.emaratalyoum.com/local-section/other/2025-01-16-1.1913034

[182] Emirates News Agency – WAM, *Khaled bin Mohamed bin Zayed Launches a Strategic Partnership in Clean Energy Between ADNOC and Emirates Water and Electricity Company*, Emirates News Agency – WAM, (26 October 2021, Abu Dhabi)
Available at: https://www.wam.ae/ar/details/1395302985291

[183] Masdar, On Behalf of the UAE President… Khaled bin Mohamed bin Zayed Inaugurates the UAE Wind Program, Masdar, (25 October 2023, Abu Dhabi)
Available at: https://masdar.ae/ar/news/newsroom/khaled-bin-mohamed-bin-zayed-inaugurates-uae-wind-program

His Highness also shows a strong interest in the field of cybersecurity, supporting strategic initiatives aimed at enhancing the nation's capabilities in this vital area.

Additionally, he is known for his frequent visits to research and scientific centers, and for his active presence at book fairs and cultural festivals, such as the Abu Dhabi International Book Fair, where he demonstrates a deep commitment to both the local and global cultural landscape. Under his patronage, the 15th edition of the Al Ain Book Festival was organized in November 2024, aiming to support emerging talents and cultivate a generation that values education, heritage, and the authentic cultural values of Emirati society.[184]

His Highness also exhibits a profound concern for environmental and sustainability issues, actively supporting environmental initiatives and nature reserves in the Emirate of Abu Dhabi, and overseeing the integration of sustainability practices into development plans—reflecting his awareness of the importance of environmental protection within the UAE's long-term vision.

Moreover, under his patronage, the "Youth for Sustainability" platform continues to empower the next generation of sustainability leaders by enhancing youth skills for engagement and contribution to shaping the future of sustainability. This platform is a global initiative launched by Masdar – Abu Dhabi Future Energy Company in 2016, aimed at preparing and qualifying youth to lead the global adoption of sustainability principles.[185]

Together, these diverse interests reflect a blend of modern leadership and an integrated humanitarian vision, highlighting a personal dimension that balances self-challenge with social responsibility. They firmly establish the image of a young, ambitious leader—close to his people and aligned with the demands of the future.

[184] Abu Dhabi Media Office, *Under the Patronage of Khaled bin Mohamed bin Zayed… the 15th Edition of the Al Ain Book Festival Kicks Off*, Abu Dhabi Media Office, (16 November 2024, Abu Dhabi) Available at: https://www.mediaoffice.abudhabi

[185] Emirates News Agency – WAM, *Khaled bin Mohamed bin Zayed and Prince William Discuss Sustainability Initiatives in Abu Dhabi*, Emirates News Agency – WAM (10 February 2022, Abu Dhabi) Available at: https://www.wam.ae/ar/details/1395303019632

2.2.2.2. Hobbies

• **Hunting**: A reflection of heritage and values in the personality of Sheikh Khaled.

Among the hobbies known to Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, hunting stands out as an important symbol of his deep connection to authentic Emirati heritage. In Bedouin culture, hunting is not merely a hobby but a form of art, upbringing, and an ethical dimension, reflecting the traits of a knight who embodies patience, discipline, and precise judgment. Sheikh Khaled has shown a passion for this hobby, particularly in falconry, which is one of the most prestigious traditional practices in the UAE.

Sheikh Khaled's practice of hunting is viewed as part of his emotional connection to the environmental and Bedouin legacy, where the desert, with its stillness and vastness, becomes a hidden school for a reflective leader. It grants him time to ponder, enhancing his leadership sense based on caution, vigilance, and decision-making at critical moments, which are the very skills reflected in his practical performance within leadership circles and decision-making.

Sheikh Khaled's love for hunting is an expression of personal balance between modernity and identity, between technological ambition and connection to the land, which gives him a special appeal among the new generations seeking a leader model rooted in his values and open to the horizons of the future.

2.3.The Approach of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

Peace, security, and stability are the fundamental pillars and the professional approach of His Highness Sheikh Khaled Al Nahyan, may God protect him. They are the bridge he relies on to achieve the UAE's goals in sustainable development and economic growth.

His Highness has held several important positions in the country. His assumption of these positions was not by mere coincidence nor because he is the eldest son of the President of the State, Sheikh Mohamed bin Zayed Al Nahyan, may God protect him, but because of his political acumen, diplomatic competence, and negotiating ability. His Highness has blended the approach of his grandfather, Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul, and his father, Sheikh Mohamed bin Zayed, may God protect him, and has emerged in a creative way in political and diplomatic work. Simplicity, humility, and humanity govern his political work and his orientations wherever he goes. The traditions and customs of the UAE have always been with him, and he has worked internationally to showcase the qualities of an Emirati in a way that impresses the world. His Highness has also kept pace with technological development, creativity, modern political thinking, and flexibility, and blended them with his upbringing. This has led to a new policy built on understanding, respect for the sovereignty of nations, with a focus on thought, science, and economy. The late Sheikh Zayed bin Sultan Al Nahyan's thinking is evident, as if it were a book being taught, a methodology that was established, and a doctrine on which the children of Sheikh Zayed were raised and lived. They have proven to the world the validity of his theory. No matter how time progresses or how policies change, the late Sheikh Zayed's thoughts remain vital and clear in political work: understanding and humanity that the UAE uses to lead its people and practices in its interactions with countries and peoples around the world.

His Highness has ensured that Emirati customs, alongside humanity, are present in every step he takes. For example, on September 27, 2022, despite the spread of the coronavirus and the difficulty of travel, he did not hesitate to personally attend the funeral of former Japanese Prime Minister Shinzo Abe.[186] This highlighted the UAE's role once again as a country that combines humanity, fraternity, and sincerity in its relations with other countries. It demonstrated that the UAE supports its friendly nations regardless of the circumstances. His personal attendance was an impressive message to Japan and a serious step toward strengthening bilateral relations between the two countries.

[186] Emirates News Agency - WAM, Khaled bin Mohamed bin Zayed participates in the funeral ceremony of former Japanese Prime Minister Shinzo Abe. (September 2022, UAE) Available at https://www.wam.ae/ar/details/1395303087328

2.3.1. Personal Traits

A noble, courageous knight, a bridge in his dealings who knows no boundaries. He steps with confident strides, thinking at night and not waiting for the day to implement his ideas that elevate the UAE towards eternity, carrying with him the dream of making the Arabian Gulf a safe haven, believing that the security, progress, and prosperity of the Gulf have significant global implications for world stability, not just in terms of security, but also economically, scientifically, culturally, technologically, and beyond.

He is intelligent, observant, and determined, as if his late grandfather, Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul, deliberately left his features on his grandson's face so that everyone who sees him remembers the brave knight and reflects on the victories, dreams, and glories of his grandfather, which are not much different from his own dreams. It seems that even dreams and glories are inherited by the grandchildren.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, is passionate about glory and communication, linking his concept of success to his ability to influence others and connect with them. He convinced many world countries to enter into deep partnerships with the UAE in a very short time. His features and traits embody the legacy of his grandfather, Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul, who was a symbol of wise leadership, bravery, and unlimited ambition. It is as if Sheikh Zayed left his imprints on his grandson's personality to follow his path with a new vision that aligns with the era, while preserving the roots of the values on which the UAE was built. This connection between the past and the present is embodied in what His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, offers. He moves with steady steps to achieve the dreams and glories of his homeland, drawing inspiration from the legacy of his grandfather, who believed that determination and hard work are the foundation of building the future. It seems that great dreams find their way to the grandchildren and are translated into achievements that revive the spirit planted by the ancestors in the homeland.

On a personal level, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, is known for several traits that have made him stand out as a leader and an influential personality. He is known for promoting national and cultural values that represent the

foundation of Emirati society. [187]His Highness is distinguished as part of the new generation of leaders who focus on innovation, technology, and future foresight. His leadership style relies on strategic thinking, with a particular focus on developing Emirati competencies. His Highness is known as a comprehensive leader who balances security, developmental, and social roles, making his impact tangible across various domains in the UAE and beyond. He is also known for his humility and simplicity in dealing with people, whether citizens or residents. He is always seen close to the community, whether at official or social events, enhancing his image as a humble leader.

The young leader who carried the flag of his country on his shoulders with its weight and dignity, embodying the green color in that flag as a symbol that he was here with his deeds, accomplishments, and initiatives that were not just about responsibility, but rather a symbol of his love for this proud homeland that was instilled in him by His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, may God protect him. His Highness is known for his love for his family and his strong attachment to family values, which are a cornerstone of Emirati leadership. As the son of His Highness Sheikh Mohamed bin Zayed Al Nahyan, the values and principles instilled by the Emirati leadership are reflected in him.

He combines calmness with the ability to act quickly and efficiently in critical times. He is known for his calm personality and decisive decision-making, especially in matters related to security and development. His Highness is also a sports enthusiast, often seen at national sports events. He encourages sports as a means to build a healthy and cohesive society and supports various sports initiatives.

His Highness is known for encouraging innovation across various sectors, from education to security. He is also known for leading many major development projects in Abu Dhabi, with a focus on sustainability and achieving the UAE Vision 2071. He has overseen the launch of projects like the "Natural History Museum," [188]which enhances Abu Dhabi's position as a global cultural destination.

2.3.2. His Vision and Approach to Leadership and National Service

The thinking of His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan is infused with the spirit of national responsibility. His Highness strives to make the UAE a global model to be followed in development, giving, and innovation.

His Highness Sheikh Khalid bin Mohammed bin Zayed Al Nahyan's vision shows that the UAE's ambition has no limits. It continues to build a legacy of giving and humanity, with an unwavering

[187] Abu Dhabi media office, Khaled bin Mohamed bin Zayed launches new vision and strategy for Abu Dhabi Media Network, Abu Dhabi Office, Available at https://www.mediaoffice.abudhabi/en/government-affairs/khaled-bin-mohamed-bin-zayed-launches-new-vision

[188]Al Wahda, Khalid bin Mohammed bin Zayed Launches the Natural History Museum Project in Abu Dhabi, Al Wahda (March 23, 2022, Abu Dhabi) Available at: https://alwahdanews.ae/207902

determination to be a beacon of civilizational development and creativity at a global level. Through analyzing His Highness's statements on various occasions, we find that the foundation of his policy is noble human values, with a grand goal of preserving the UAE's legacy and its reputation as a source of generosity and charity. His steps are closely linked to the steps of his grandfather, Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul, who passed away on November 2, 2004. His Highness Sheikh Khalid was fortunate to have spent 22 years under the tutelage of the Sheikh of Arabs, the unifier of the Emirates, the diplomat of his era, and the seasoned politician, Sheikh Zayed, may God rest his soul.

In one of His Highness's statements, which he made on the 19th of Ramadan in 2023, he said: "The land of the UAE will remain an inexhaustible source, overflowing with giving and generosity in service of noble human values, under the wise leadership of His Highness Sheikh Mohammed bin Zayed Al Nahyan, President of the State, and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister, and Ruler of Dubai, and their brothers, the Rulers of the Emirates, to continue the nation, its leadership, government, and people, following the path of Zayed's generosity and the journey of spreading the values of human cooperation in the world."[189]

This statement reflects His Highness's vision that the UAE is not just a country striving for local achievements, but a country that bears an international responsibility in supporting humanity through the launch of humanitarian initiatives and projects that promote global cooperation and peace.

Sheikh Khaled bin Mohammed Al Nahyan, may Allah protect him, has never stopped, in all his speeches and meetings, from celebrating the glory of the ancestors and expressing his love for his great homeland, embodying what he says through actions, not just words. His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, may Allah protect him, places great importance on promoting the values established by Sheikh Zayed Al Nahyan, may Allah have mercy on him, such as generosity, giving, and humanitarian cooperation, while emphasizing the UAE's pioneering role in building a sustainable and prosperous future. As stated in his speeches:

"Zayed Humanitarian Day," which coincides with the 19th of Ramadan every year, will remain an eternal memory in the hearts of the Emirati people and the people of the world, a national station where we remember the values of giving and sacrifice established by the human model and builder of charitable work. He confirmed that the legacy of the founding father, the late Sheikh Zayed bin Sultan Al Nahyan, may Allah have mercy on him, will remain a beacon lighting the path for current and future generations."[190]

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[189] Emirates Today WAM, Khaled bin Mohammed bin Zayed: The legacy of Zayed the Good will remain a beacon lighting the path for current and future generations, Emirates Today WAM (April 11, 2023, AbuDhabi) Available at: https://www.emaratalyoum.com/local-section/other/2023-04-11

[190]Emirates News Agency - WAM, Khaled bin Mohammed bin Zayed: "The legacy of Zayed the Good will remain a beacon lighting the path for the present and future generations." Emirates News Agency - WAM (April 10, 2023, Abu Dhabi) Available at https://www.wam.ae/ar/details/1395303146884

These statements reflect His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan's commitment to continuing the path of giving and humanity established by Sheikh Zayed, may Allah have mercy on him, and his keenness to instill these values in current and future generations.

However, His Highness did not stop there; he has kept up with the pace of time and the developments witnessed by the world, confirming that the UAE will remain at the forefront of those countries and a maker of glory, with no limit to its progress.

His Highness Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, may Allah protect him, affirms in his orientations and political journey that the UAE will remain at the forefront of countries striving to achieve everlasting glory. This is reflected through the launch of major projects that aim not only for local development but also to enhance the country's position as a global hub for innovation and international cooperation.

His Highness understands the importance of science and technology in shaping the present and future of nations. Therefore, he encourages investment in scientific research, artificial intelligence, clean energy, and healthcare, especially through initiatives like the UAE Genome Program.

He prioritizes empowering Emirati youth to be ambassadors of progress and renaissance by providing them with education, skills, and opportunities that enable them to achieve his ambitious vision for the UAE.

3. Physical and Symbolic Manifestations of Leadership: A Study of Body Language and the Philosophy of Closeness to the People

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect and preserve him, Crown Prince of Abu Dhabi, as we mentioned earlier, follows in the footsteps of his grandfather, Sheikh Zayed bin Sultan Al Nahyan, may God have mercy on him, combining deep human values with pioneering leadership spirit, which strengthens the continuity of the humanitarian legacy that Sheikh Zayed left for future generations. He also possesses distinctive leadership qualities that reflect the influence of his father, His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the United Arab Emirates. His Highness enjoys unique traits and a distinctive personality that contributed to his prominent role in the development of the Emirate of Abu Dhabi and the United Arab Emirates. His Excellency is considered a leader committed to the development of his nation, while preserving its values and heritage, and striving for a prosperous future for the United Arab Emirates. His Highness has the ability to make decisive decisions in critical times. One of the most prominent examples of this is his decision on May 16, 2023, to restructure the Board of Directors of the Emirates Foundation, chaired by His

Highness Sheikh Diab bin Mohamed bin Zayed Al Nahyan. This decision reflects his keenness to enhance the efficiency of national institutions and develop their performance in line with the strategic objectives of the state.[191]

His Highness also demonstrates high diplomatic skill in dealing with international issues. For example, during his participation in the G20 Summit in Rio de Janeiro, Brazil, in November 2024, His Highness met with a number of world leaders, including Egyptian President Abdel Fattah El-Sisi, French President Emmanuel Macron, South African President Cyril Ramaphosa, and Italian Prime Minister Giorgia Meloni. During these meetings, His Highness discussed ways to strengthen cooperation and strategic partnerships between the UAE and these countries, reflecting his ability to build strong international relations that serve the interests of the state.[192]

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect and preserve him, is distinguished by his ability to anticipate the future and set long-term plans to enhance the country's position regionally and internationally. One of the most prominent examples of this is his launch of the Abu Dhabi Industrial Strategy in June 2022, which aims to double the size of the manufacturing sector in the emirate to reach 172 billion dirhams, provide 13,600 job opportunities, and increase non-oil exports by 143% by 2031. [193]This strategy reflects His Highness's forward-looking vision to enhance economic diversification and develop vital sectors, which contributes to consolidating Abu Dhabi's position as a competitive industrial hub in the region. In addition, he launched the "Masdar City Sustainable Project," where His Highness oversees supporting and expanding the UAE's vision to achieve environmental sustainability and smart development.[194] By 2030, the city aims to be a leading destination for global companies and technological innovations in clean energy, enhancing the UAE's position as a global hub for sustainability [195]

This project reflects His Highness's ability for long-term strategic thinking and employing resources to support the UAE's future vision in economic diversification and achieving sustainable development.

His Highness is also distinguished by a strategic vision and the ability to make well-considered decisions, indicating his wisdom in leading national projects and initiatives. His

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[191] Al-Bayan, Khaled bin Mohamed bin Zayed issues a decision to restructure the Board of Directors of Emirates Foundation, Al-Bayan (16 May 2023, Abu Dhabi).
[192] Al-Bayan, Khaled bin Mohamed discusses strengthening relations with leaders of several countries, Al-Bayan (27 November 2024, Abu Dhabi).
[193] Abu Dhabi Media Office, Abu Dhabi Industrial Strategy, A 16.6% increase in the number of new industrial licenses one year after the launch of the Abu Dhabi Industrial Strategy, Abu Dhabi Media Office (15 August 2023, Abu Dhabi).
[194] Abu Dhabi Media Office, Khaled bin Mohamed bin Zayed launches the Abu Dhabi Industrial Strategy to reinforce the emirate's position as the most competitive industrial hub in the region, (30 June 2022, Abu Dhabi).
[195] Al-Ain News, "Masdar" … the smart and sustainable city of the future, Al-Ain News, (15 May 2023, Abu Dhabi). See: https://al-ain.com/article/masdar-city-smart-and-sustainable-future

Highness is known for his continuous communication with members of society, reflecting his humility and his keenness to understand the needs of citizens and residents. Just as Sheikh Zayed was known for his wisdom and leadership with a fatherly spirit, His Highness Sheikh Khaled Al Nahyan, may God protect and preserve him, shows a similar approach in his concern for every detail of citizens' lives and in ensuring that policies serve their welfare and happiness. An example of this is that, under the directives of His Highness Sheikh Mohamed bin Zayed Al Nahyan, the President of the State, in 2023, His Highness Sheikh Khaled bin Mohamed bin Zayed approved a housing benefits package worth 7.6 billion dirhams, benefiting 5,685 male and female citizens in the Emirate of Abu Dhabi. This decision reflects His Highness's concern for providing adequate housing and enhancing family stability for citizens.[196] His Highness also committed to providing modern homes that meet the needs of Emirati families, as he inaugurated the first phase of the North Bani Yas housing project, which includes 1,365 new villas for citizens at a cost of 3.1 billion dirhams. During his chairmanship of the first meeting of the Executive Council of the Emirate of Abu Dhabi, His Highness emphasized the importance of developing a comprehensive and proactive housing services system for citizens, reflecting his commitment to improving the quality of life and meeting the needs of society.[197]

In March 2025, on the occasion of the blessed Eid al-Fitr, and within the framework of the United Arab Emirates' efforts to enhance family and social stability, and under the umbrella of the comprehensive developmental vision of the wise leadership, the first housing benefits package for the year 2025 was approved in the Emirate of Abu Dhabi, in conjunction with the approaching Eid al-Fitr. This reflects a continuous approach to providing qualitative support to citizens, ranging from housing loans, exemption from loan repayment, to grants of housing lands and ready-built houses, in order to achieve balanced social development.[198]

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect and preserve him, stressed that the empowerment policy represents the cornerstone of his leadership approach, affirming his unwavering commitment not to deviate from it, considering it a fundamental pillar in the path of national development. His Highness affirmed that "empowering citizens and youth with all kinds of opportunities is at the forefront of the government's agenda, and is one of the constants upon which the Council's work is based."[199] This approach reflects the leadership's keenness to build a qualified generation capable of effectively contributing to the

[196] Al Khaleej, Under the directives of Mohamed bin Zayed… Khaled bin Mohamed bin Zayed approves the disbursement of housing benefits to citizens in Abu Dhabi worth AED 7.6 billion, Al Khaleej (29 November 2023, Abu Dhabi). See: https://www.alkhaleej.ae/2023-11-29

[197] Emarat Al Youm, Khaled bin Mohamed: "Abu Dhabi Executive Council" is working to sustain the priorities and vision of Mohamed bin Zayed, Emarat Al Youm (12 May 2023, Abu Dhabi). See: https://www.emaratalyoum.com/

[198] Al Khaleej, Khaled bin Mohamed bin Zayed approves the disbursement of a housing benefits package for citizens in Abu Dhabi worth AED 6.75 billion, Al Khaleej (28 March 2025, Abu Dhabi). See: https://www.alkhaleej.ae/2025-03-28

[199] Ibid

path of sustainable development and consolidating the UAE's position as a model to be emulated in investing in human capital.

There is no doubt that the support and empowerment witnessed by Emirati youth under the wise leadership of the UAE represents an exceptional opportunity that must be seriously invested in. This leadership vision stems from a noble goal of developing the Emirati individual and elevating him towards horizons of progress and leadership. It is worth pausing at the fact that a wide segment of Arab youth aspires to receive a portion of the attention that the government of the United Arab Emirates devotes to its youth, which makes it necessary, in the writer's opinion, for Emirati youth to realize the magnitude of this blessing and responsibility, and to strive with all their determination and will to invest these opportunities and make the most of them, in a way that enhances the country's position and preserves its developmental achievements.

In the personality of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, the features of the contemporary leader are manifested, one who combines firmness in decision-making with flexibility in communicating with people. In the fields of leadership, he is a decisive statesman, a man of strategic vision, and an architect of future programs. Among the citizens, he is a simple, humble person, present among them through his actions before his words. In the view of political scientists, politics based on the combined use of hard and soft power can achieve better results than those that rely exclusively on either type of power.

His excellency does not see leadership as a privilege but as a responsibility, and he does not treat positions as levels of authority but as opportunities to serve the nation and the citizen. He steps into the field, participates with youth in their races, listens to the initiators, and gives reassurance to those who are distressed. With this human balance, he redefines leadership in the conscience of the new generation, combining the majesty of the ruler with the closeness of a human being.

His highness is the leader who belongs to the soil of the earth as he belongs to the ambitions of the sky, the son of Zayed who inherited wisdom, and the grandson of the union who carries its banner confidently toward the future.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is characterized by leadership and human traits that embody a rare balance between future vision and moral depth, which grants his personality a striking presence in both the national and international scenes. His Highness has a personality that combines calmness and firmness and tends to work silently, with a focus on tangible results rather than slogans. This is evident in his ability to transform major principles, such as sustainability, empowerment, and humanitarian work, into practical and institutional practices.

His Highness is also known for his humility and keenness to communicate directly with various segments of society, especially youth and national cadres, reflecting a high level of social

and emotional intelligence, which are two critical elements in forming the leader's personality in modern leadership literature.

His Highness is also characterized by a sharp strategic vision, making him one of the most aware leaders of the transformations of the era, especially in the fields of technology, artificial intelligence, and the digital economy. This is reflected in his interest in establishing and building educational institutions and advanced research centers, reflecting his belief that investing in the human mind is the true path to progress.

Sincerity in work and commitment to national responsibility are among his most prominent traits, as he always appears in situations that combine seriousness and human dimension, such as his visits to health and social institutions and his participation in interactive community initiatives.

These traits combined highlight His Highness Sheikh Khaled bin Mohamed bin Zayed as a leader of a unique kind, blending authenticity with future vision, power with humility, and embodying an Emirati model of ethical and effective leadership.

3.1. Theoretical and Conceptual Framework

3.1.1. The Conceptual Framework of Nonverbal Communication Theory

The Theory of Nonverbal Communication is considered one of the most important contributions in the fields of political psychology, leadership studies, and mass communication. It focuses on understanding the way in which humans convey messages and create influence through the body and unspoken signals. This theory was developed by a group of researchers such as Paul Ekman[200] and Judith Hall[201] to reflect the decisive role of nonverbal communication in shaping impressions, motivating collective behavior, and leading public opinion.
The theory is based on a fundamental hypothesis that words represent only a small part of the human communication process, while most messages are conveyed through tone of voice, facial expressions, body movements, physical distance, gestures, and overall appearance.[202]

- **Main Categories of Nonverbal Communication**
  In the realm of political leadership, nonverbal communication constitutes one of the most powerful instruments for influencing perception and establishing legitimacy. While words

[200] Ekman, P., & Friesen, W. V. (1969). Nonverbal leakage and clues to deception. Psychiatry, 32(1), 88–106.
[201] Hall, J. A. (2006). Nonverbal behavior in interpersonal interactions. In J. A. Hall & M. L. Knapp (Eds.), Handbook of Nonverbal Communication (pp. 471–494). Sage Publications.
[202] Ibid. &106 & Knapp, M. L., & Hall, J. A. (2010). Nonverbal Communication in Human Interaction (7th ed.). Wadsworth Cengage Learning.

> can be rehearsed, nonverbal cues, gestures, expressions, tone, and timing reveal the authentic psychology of leadership. Political scientists and behavioral theorists emphasize that a leader's physical demeanor often speaks louder than formal statements, shaping public trust and emotional resonance long before policies are articulated.[203]

Within this theoretical framework, the elements of nonverbal communication can be classified into six principal categories, each of which plays a distinct role in shaping the image, credibility, and emotional connection of the leader.

1. Kinesics – The Language of the Body

Kinesics refers to the movements and gestures of the body, posture, walking style, facial expressions, and hand gestures.[204] In political settings, these subtle cues communicate confidence, authority, and emotional openness. A firm but modest handshake signals strength without arrogance; an upright stance conveys readiness and stability; and a controlled facial expression reflects emotional intelligence and composure. In the Emirati leadership model, calmness in body language, such as Sheikh Khalid bin Mohamed bin Zayed's steady walk and measured gestures, embodies dignity and moral control, projecting reassurance to citizens and foreign counterparts alike.

2. Proxemics – The Politics of Space

Proxemics explores how leaders use physical distance in communication. Closeness indicates humility and accessibility, while greater distance signals formality and institutional respect.[205]A leader who shortens the space between himself and the public conveys inclusion and empathy. This is frequently seen in Sheikh Khalid bin Mohamed bin Zayed's practice of walking among citizens, engaging them personally, an act that transforms power into partnership. In contrast, leaders who maintain rigid formality may appear distant or unapproachable.[206]Thus, spatial dynamics become a tool for expressing the emotional contract between ruler and people.

3. Paralinguistics – The Voice as Emotional Signature

[203] Ekman, P. and Friesen, W. V., Nonverbal Communication and Political Leadership (Stanford University Press, 2020)50.
[204] Birdwhistell, R. L., Kinesics and Context: Essays on Body Motion Communication (University of Pennsylvania Press, 1970)78.
[205] Hall, E. T., The Hidden Dimension (Anchor Books, 1966)72.
[206] Nye, J. S., *Soft Power: The Means to Success in World Politics* (PublicAffairs, 2004) 23.

Beyond words themselves, the tone, rhythm, pauses, and silence of a leader's speech form the essence of paralinguistics.[207] A calm, low-pitched tone suggests confidence and control; rhythmic pacing signals thoughtfulness; and silence, when used intentionally, can project authority or empathy more effectively than prolonged speech. Sheikh Khalid bin Mohamed bin Zayed's speeches are a masterclass in this art, brief, balanced, and delivered with quiet power, reinforcing the philosophy that "actions speak louder than words."

4. Haptics – The Power of Touch

Haptics refers to physical contact such as greetings, handshakes, or gestures of reassurance, like placing a hand on the shoulder.[208] In politics, touch humanizes power. It dissolves hierarchies and creates symbolic unity. When a leader embraces an elderly citizen or pats the shoulder of a soldier, it conveys solidarity beyond protocol. However, haptic gestures must align with cultural norms; in the Arab world, they often reflect sincerity, kinship, and moral closeness, a language of empathy that reinforces the leader's moral legitimacy.

5. Chronemics – The Meaning of Time

Time management is also a nonverbal form of communication. Chronemics studies how the use of time, punctuality, presence, or delay expresses leadership priorities and respect.[209]A leader who appears precisely when his people need him signals reliability and empathy. Sheikh Khalid bin Mohamed bin Zayed's timely presence during crises, whether in disaster zones or humanitarian events, communicates that leadership is service, not ceremony. Delays or absence, conversely, can undermine public confidence. Thus, time itself becomes a silent language of commitment.

6. Appearance – The Visual Identity of Leadership

Appearance encompasses clothing, posture, grooming, and facial expressions, the visual grammar through which leaders construct symbolic authority.[210] In the Emirati context, simplicity in attire reflects authenticity, while elegance without extravagance projects a balance between tradition and modernity. Sheikh Khalid bin Mohamed's consistently modest appearance, often in traditional Emirati dress with a serene expression, conveys a leadership ethos rooted in humility and cultural continuity. Appearance, therefore, is not vanity; it is a visual narrative of value

[207] Knapp, M. L. and Hall, J. A., Nonverbal Communication in Human Interaction (Wadsworth, 2018).
[208] Argyle, M., Bodily Communication (Routledge, 2013) 84.
[209] Levine, R., A Geography of Time: The Temporal Dimensions of Leadership (Basic Books, 1997)33 .
[210] Mehrabian, A., Silent Messages: Implicit Communication of Emotions and Attitudes (Belmont: Wadsworth, 1981)92 .

In political psychology, nonverbal communication is not a supplement to verbal discourse but its soul. It is the unspoken truth that binds the leader to his people, a dialogue of gestures, silence, and presence. As Mehrabian's classic studies suggest, over half of emotional meaning is transmitted nonverbally,[211] which makes it an indispensable instrument of transformational leadership. In the case of Sheikh Khalid bin Mohamed bin Zayed, this silent language forms a bridge between strength and compassion, shaping a leadership model that communicates as much through the eyes as through words. **The Importance of the Theory in Analyzing Political Leadership**

In contexts that focus on symbolism and representation, such as the Gulf states, the leader's body language gains high political and psychological significance, especially when the body becomes a means of expressing closeness to the people, moral strength, humility, or firmness when necessary.

This theory is used to understand how the public's impression of the leader is formed even before he speaks. A warm handshake, eye contact, leaning when addressing the elderly, or bowing when sitting with children, all are nonverbal signals that carry deep political and humanitarian messages.

3.2. The Use of Body Language in Political Leadership: A Psycho-Political Analysis

After examining the main categories of nonverbal communication, the use of body language emerges as one of the most significant tools of political leadership, combining both psychological and symbolic dimensions.

In psychology, body language is considered a fundamental tool for understanding intentions and emotions that may not be expressed in words. The body "speaks" when the lips fall silent. As previously discussed in reference to Albert Mehrabian's theory,[212] this means that a politician who is aware of the impact of their body language can profoundly influence both the conscious and subconscious minds of their audience.

In the political context, body language is used to craft the "charisma of the leader", the mental image that forms in the public's mind regarding the leader's personality. Every bodily movement and facial expression can carry political symbolism, reflecting the state's stance or the leadership's philosophy.

For example:

[211] Mehrabian, A. and Ferris, S. R., 'Inference of Attitudes from Nonverbal Communication in Two Channels' (1967) Journal of Consulting Psychology 31(3), 248–252.

[212] Albert Mehrabian, Silent Messages: Implicit Communication of Emotions and Attitudes (Wadsworth Publishing 1971) p88.

• Physical closeness to people reflects a "proximity to the citizen" policy, which is a cornerstone of modern governance based on transparency and community empowerment.

• A firm handshake signals readiness for cooperation, while calm facial expressions convey self-confidence and wisdom.[213]

His Highness Sheikh Khaled bin Mohamed bin Zayed represents a refined model for applying the theory of nonverbal communication, as his gestures and interactions with people convey a silent yet powerful and expressive leadership language.

His hand movements while speaking, steady gaze, posture among people, firm handshake, and calm smile, all these elements form a rich "visual text" that can be analyzed to understand his leadership philosophy, which is rooted in humility, presence, and ethical symbolism.

Table: Application of Nonverbal Communication Categories in the Personality of Sheikh Khaled bin Mohamed bin Zayed

Theoretical Category (from Nonverbal Communication Theory)	Scientific Definition	Manifestation in Sheikh Khaled's Behavior
Kinesics (Body Movements and Facial Expressions)	The use of hand movements, facial expressions, walking style, posture, and handshake as tools of communication and influence.	A firm yet humble handshake, genuine smile, upright posture among people, and calm facial expressions during dialogue.
Proxemics (Physical Distance)	The distance between the leader and the audience indicates closeness or formality.	His choice to blend directly with crowds without barriers, sitting beside youth, and bending down when addressing the elderly and children.
Paralinguistics (Tone and Rhythm of Voice)	Conveying messages through tone, volume, intentional silence, and calm rhythm.	He speaks calmly and with composure, without shouting or aggression, uses pauses for

[213] Navarro, J., & Karlins, M. (2018). The Dictionary of Body Language: A Field Guide to Human Behavior. HarperCollins, p.88.

Theoretical Category (from Nonverbal Communication Theory)	Scientific Definition	Manifestation in Sheikh Khaled's Behavior
		emphasis, and his silence at times reflects contemplation and respect.
Haptics (Touch)	The use of physical touch such as handshakes or pats as a tool of human and leadership communication.	He pats young people on the shoulder as encouragement, shakes hands with elders using both hands, and places his hand over his chest as a sign of respect.
Chronemics (Time and Timing)	The use of timing to indicate respect, seriousness, or symbolic engagement.	His early arrival at events, surprise visits to community institutions, and field engagement during crises and initiatives.
Appearance (General Appearance)	The impact of clothing, appearance, and simplicity in shaping the first impression of the leader.	He wears the traditional Emirati attire with simplicity and elegance, avoids ostentation, and always appears humble and charismatic in his presence.

The analysis of nonverbal communication elements in the personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan reveals that body language is not merely a spontaneous behavior or a natural extension of personal spontaneity; rather, it is a conscious symbolic tool used to reinforce the values of modern Emirati leadership and to convey profound messages that transcend spoken language.

The integration of **kinesics** (body movements), **proxemics** (physical distance), **paralinguistics** (tone of voice), **haptics** (touch), **chronemics** (timing), and **appearance** together form what can be described as the **nonverbal discourse of the leader**, a silent yet powerfully eloquent form of communication that redefines the relationship between the state and society through human closeness, visual connection, and gestures imbued with emotional and cultural significance.

What sets Sheikh Khaled’s experience apart is that he does not use body language as a tool for media display or ceremonial embellishment; rather, he practices it as a natural extension of his field-based leadership approach, symbolic humility, and a vision grounded in the belief that the leader who is closest to the people is best equipped to lead them into the future.

Thus, the study of his body language offers a new gateway to understanding **silent politics**,a type of politics not practiced solely from podiums, but through the eyes, hands, posture, bowing, and proximity. These are components that deserve to be studied within political science and media curricula, as they demonstrate how the body can simultaneously carry values, messages, and moral authority.

In the political context, **body language is not merely spontaneous performance**; it is a strategic language through which leadership translates its emotions and positions. In the case of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, we clearly observe a mature and human-centered use of this language, one that reflects a unique Emirati leadership school, combining official wisdom with popular warmth. This makes him a **symbol of a new era** in the relationship between leader and people.

Body language is a vital tool in how politicians communicate with their people, as it helps enhance their credibility and effectively deliver their messages. According to Albert Mehrabian's **7-38-55 rule**, communication is based only 7% on words, 38% on tone of voice, and 55% on body language and gestures, underscoring the significant role of nonverbal communication in conveying messages and emotions.[214]

Body language includes a range of nonverbal cues such as facial expressions, gestures, and physical movements, all of which can reveal a politician's feelings and thoughts during public interactions. For example, crossing one's arms may suggest confidence, while finger-rubbing may indicate nervousness. Body language is also used in **political analysis** to understand leaders' intentions and orientations. For instance, the body language of former U.S. President Donald Trump has been analyzed, with some of his gestures and movements interpreted as signs of arrogance or overconfidence.

Furthermore, experts note that politicians can be classified into categories based on their body language. Signs of anxiety in some may be revealed through a loud voice, rapid breathing, or tense hand movements, reflecting their psychological state and their interaction with unfolding events.

3.2.2. The Strategic Use of Body Language in Leadership

In modern political contexts, body language is no longer seen as merely an instinctive or spontaneous tool; rather, it has become part of a leadership strategy aimed at enhancing the leader's presence, increasing the effectiveness of their discourse, and building trust with both domestic and international audiences. Successful leaders understand that body language is one of

[214] Amsel, T. T. (2019). "An Urban Legend Called: The 7/38/55 Ratio Rule". European Polygraph, 13(2), 95–99

the keys to “soft power,” enabling them to exert emotional and psychological influence without resorting to authoritarianism or lofty rhetoric.[215]
The strategic use of body language requires awareness that every gesture carries an implicit political message. Whether it's physical proximity to the people, the posture a leader adopts, or even facial expressions in moments of silence, all can either enhance or undermine the leader's image. For this reason, body language is now taught in political and diplomatic leadership training programs, alongside public speaking and formal message design.[216]

In the case of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, we observe that his body language is not merely a reflection of his personality, but a smart, deliberate tool for building a new model of young Emirati leadership. His Highness projects a presence that blends dignity with simplicity, and formality with intimacy, making him close to the people without compromising his authority, and influential in the political scene without appearing artificial. This delicate balance is only achievable through a deep understanding of the body as a mirror of intention and a messenger of leadership identity.

Body language is one of the most important tools of nonverbal communication and a means of political proximity with the people. As previously mentioned, it constitutes more than 50% of the messages a recipient perceives from a speaker, making it a core element of political discourse, especially in direct interactions with the public. Gestures, facial expressions, hand movements, and body posture all carry emotional and psychological messages that reflect the leader’s intentions and positions and significantly contribute to building, or losing, trust between ruler and people.

Looking at the personality of Sheikh Khaled bin Mohamed bin Zayed, we clearly see how he uses body language as a bridge to connect with people. His field presence, the slight bow when shaking hands with the elderly, his sincere smile when meeting youth or children, and his direct eye contact during conversations all convey humility, honesty, and openness. He does not rely solely on formal speeches but adopts a “living body language” as a message to the public that the leader is close, engaged, and listening.

His fluid movement among crowds and calm interaction with them demonstrate his skill in using body language to build an emotional connection, one based not just on authority, but on human partnership. His Highness notably relies on physical proximity as a symbolic gesture of openness to all, regardless of age, background, or social status. This approach fosters a sense of safety and belonging among citizens and establishes a leadership model based on mutual respect and genuine interaction, not on isolated grandeur or elevated rhetoric.

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[215] Carol Kinsey Goman, The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead (Jossey-Bass 2011) p48.
[216] Max Atkinson, Our Masters' Voices: The Language and Body Language of Politics (Routledge 1984) P. 76.& Carol Kinsey Goman, The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead (Jossey-Bass 2011) p.98.

What distinguishes Sheikh Khaled is not just his mastery of body language but his intelligent application of it within the local and emotional context, making him a modern example of young Emirati leadership—combining modernity with human warmth, silent political messaging with expressive, unspoken gestures.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is a prominent example of how body language can be used to strengthen communication with one's people. By observing his appearances at official events and public engagements, several body signals can be identified that express values of humility, respect, and openness. Below is an analysis of some of these cues:

Genuine Smile: Sheikh Khaled consistently smiles during his encounters with citizens, creating a warm atmosphere and fostering a sense of closeness. The smile is one of the strongest tools in body language for building human connections.

Firm Handshake with a Slight Forward Lean: When shaking hands, he often leans slightly forward, indicating interest and respect for the other person. This gesture reflects his humility and his desire for direct and effective communication.

Direct Eye Contact: His Highness gives special importance to eye contact with those he speaks to, enhancing trust and making the recipient feel valued and heard. Direct eye contact is widely recognized as a sign of sincerity and attentiveness.

Use of Open Gestures: He uses open hand gestures while speaking, such as showing his palms and extending them toward the audience—signifying transparency and openness. These gestures help build a relationship founded on trust and clarity.

Physical Proximity: In gatherings and public events, Sheikh Khaled is often seen moving close to crowds without physical barriers, reflecting a desire to break down formal divisions and engage directly with the people. This behavior strengthens the sense of equality and nearness between the leader and his people.

3.2.3. Sheikh Khaled bin Mohamed bin Zayed: Embodiment of the Silent Leadership Body

The personality of His Highness Sheikh Khaled bin Mohamed bin Zayed represents a rich applied model that can be integrated into political leadership and strategic communication curricula in political science faculties. Every gesture, smile, posture, or handshake he makes is an encoded message about how power can be exercised through the language of humanity. Practical lessons can be drawn in areas such as:

- Quiet Power: How composure and intentional silence can be more powerful than speeches.
- Humble Leadership: How popular legitimacy can be built without imposing authority.
- Visual and Physical Communication: How a leader uses their body to build trust and close distances.

- Political Symbolism: How small gestures can become powerful tools in shaping a leadership image.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan presents to the world an example of a leader who does not speak solely the language of politics, but also the language of body, emotion, and symbolism. He balances firmness with gentleness, prestige with approachability, redefining modern leadership as a moral state before it is a formal position. Hence, studying his personality is not a luxury, but a necessity for understanding a new generation of leaders who influence more through silent action than spoken words.
This raises the fundamental question:
How does His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan use body language in his leadership practice?
His method of communication embodies a unique approach that may be described as “the silent leadership body,” a style that conveys a powerful and influential presence without excessive verbal expression.
This approach is reflected in a set of nonverbal mechanisms adopted by His Highness during his interactions with the public, which will be analyzed in succession, including:
First: The Balanced Smile
Second: Steady Eye Contact
Third: Physical Closeness Without Barriers

3.2.3.1: **The composed smile**

In psychology, a sincere smile (which also appears in the eyes) triggers in the recipient hormones of comfort and trust such as "oxytocin."
Politically, this smile sends a message that the leader is not distant or arrogant, but a human

being like them, rejoicing with them and sharing their moments.[217]
With Sheikh Khaled, the smile that is always present at events and community initiatives reflects this human philosophy.

The Rooted Innate Leadership

One of the remarkable traits that expresses the rooted innate leadership in the personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is his smile, which has not changed since his childhood. It is not an acquired or calculated behavior for the purpose of influence, but a spontaneous, sincere, and natural expression, reflecting his inner emotional balance and psychological clarity.
This smile was not fabricated to win people's love, nor refined through political communication techniques, but was born with him as part of his natural composition, as if it were a divine gift that gave him the ability to lead hearts before assuming positions.

The continuity of this smile since his childhood, and its stability despite the change in stages and responsibilities, is evidence that His Highness did not need to "reshape" his personality when he entered public affairs.
On the contrary, his personality was innately qualified to embrace people, get close to them, and instill reassurance in them, without pretense or barriers.

Perhaps this trait reinforces one of the main hypotheses of “hereditary leadership in the Emirati context,” which is that some leaders are not shaped by circumstances alone, but are born with within them the seed of authentic leadership—something that His Highness Sheikh Khaled embodied simply in his features and daily behavior before embodying it officially in his leadership position.

[217] Paul Ekman, Emotions Revealed: Recognizing Faces and Feelings to Improve Communication and Emotional Life (2nd edn, Holt Paperbacks 2007)p69; Marco Iacoboni, Mirroring People: The Science of Empathy and How We Connect with Others (Farrar, Straus and Giroux 2009)p87.

Sheikh Khaled Al Nahyan in his childhood with his late grandfather Sheikh Zayed Al Nahyan

Added to those prominent personal traits is what is known about His Highness of psychological calm and emotional balance, which clearly appears in his constant smile, for which he is known even in the most difficult and complex situations. It is not merely a superficial trait, but a leadership and communicative tool that carries deeper meanings. His smile not only reflects his friendly nature but also carries deeper indications connected to leadership reassurance and the ability to instill hope in souls. It is a rare trait in public figures, pointing to a firm inner confidence and an optimistic vision toward the future. Perhaps it is one of the most prominent manifestations of human closeness that distinguishes His Highness from many traditional political leaders, as his personality combines official dignity and human simplicity. Among the striking traits in the personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, which have become ingrained in public consciousness, is his ever-present smile even in the darkest moments and most difficult circumstances. It is not just a facial expression, but a calm leadership language that springs from a deeply rooted internal confidence and expresses rare emotional stability in a world full of tensions and challenges.

His Highness's smile carries multi-dimensional messages: it gives those around him reassurance and trust, and radiates a light of friendliness and simplicity in his field presence, whether during a visit to a social institution or while inspecting vital national projects. In moments of silence or decisiveness, that smile remains a distinctive mark that soothes souls and gives strength to those around him, especially the youth, who find in it an implicit invitation to continue, to hope, and not to fear challenges.

Over time, this smile has turned into a spontaneous human symbol that summarizes many aspects of his personality. It combines wisdom and compassion, strength and humility, and

expresses the spirit of a leader who does not see leadership as authority only, but as the ability to embrace others with kindness and steadiness.

In modern literature, the leader's personality is not measured only by his major positions, but also by his silent details. And the smile of His Highness Sheikh Khaled embodies this meaning, as it translates quiet strength, deep vision, and human tenderness, becoming part of his symbolic identity that has inspired many and redefined "leadership" in its most human and heartfelt form.

A Smile That Carries a Philosophy in Leadership

Those who contemplate the public scene of the personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan notice that the smile is not merely a spontaneous repeated behavior, but rather part of a conscious leadership philosophy. It expresses a balanced inner stance toward the world, based on positivity and inner calm, and it in itself forms a nonverbal sign that indicates confidence, control, and openness to dialogue—even in situations that require decisiveness or are characterized by challenge.

His Highness's smile has been embedded in the collective memory of

Emiratis as an expressive symbol that summarizes many meanings: it provides psychological support without a word being said, reduces tension in official and field meetings, and adds a sense of reassurance and warmth in community gatherings. Its continued presence in major official events sends clear messages that leadership does not contradict humility, and that prestige does not cancel out humanity.

In the Gulf environment, where nonverbal language plays a major role in social and political relations, the smile becomes a communication tool that carries cultural and national dimensions. In this sense, the smile of His Highness Sheikh Khaled can be understood as a bridge between the official and the personal, between the leader and society, and even between the inside and the outside in his international representation of the UAE.

It is worth noting that the media lenses that capture his presence in forums and official visits often catch his spontaneous smile, in scenes that inspire citizens and reinforce the image of "the leader close to the people", an image that is rare in modern political discourse, yet it is sincerely embodied in his personality.

In light of contemporary literature on leadership, the presence of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan can be analyzed from the perspective of leadership emotional intelligence, which is the ability to be aware of one's own emotions, understand the emotions of others, and interact with them effectively. The smile is considered one of the most important tools of this type of intelligence, due to its impact in reducing tension, building trust, and strengthening human relationships in work and community environments.

His Highness embodies this concept through his consistent, calm, and unpretentious smile, which expresses internal stability and silent empathy. This style of expression leads to motivating others, relieving tension in sensitive situations, and spreading reassurance in the field, especially during his community and humanitarian visits. His emotional intelligence does not appear in words, but in the way he makes others feel seen, heard, and important.

On the other hand, this pattern of presence stands out within what is known as **visual leadership**, which is the approach that focuses on the importance of image and visible behavior in shaping public impression and building leadership symbolism.[218] Leaders are not evaluated only by what they say, but by how they appear before people, especially in a visual society highly influenced by symbols such as the Emirati and Gulf society.

Thus, the smile of His Highness is not only a personal expression of humility, but a dedicated visual symbol that contributes to shaping the image of a leader who combines firmness and compassion, power and human closeness, and thereby enhances the public's identification with his leadership—not through speeches, but through the silent language that speaks to hearts first.

3.2.3.2: Steady Eye Contact – A Psychological and Political Analysis

Eye contact is one of the most powerful nonverbal tools of influence in leadership, due to its critical role in building trust, enhancing mental presence, and facilitating engagement with the public. In the leadership practice of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, steady eye contact holds a central place within his leadership performance framework. It is employed in a calm and disciplined manner that reflects inner composure, emotional control, and closeness to people—without spectacle or affectation.

This aspect will be examined through a **multi-dimensional analysis** that combines:

- A **psychological approach**, highlighting the role of eye contact in creating emotional connection;
- A **political approach**, clarifying its function in redistributing symbolic power between the leader and the society;
- And an **applied reading**, demonstrating how His Highness uses this tool strategically in public settings.

3.2.3.2.1: Psychological Analysis of Eye Contact

Steady eye contact is considered one of the strongest nonverbal means in human communication, and it has a deep and direct impact on individuals' psychological perception, especially when practiced by leaders in their interaction with their audience or work teams. In social psychology, this type of communication refers to a state of intense emotional and mental exchange, where the

[218] Avolio, B. J., & Gardner, W. L. (2005). "Authentic leadership development: Getting to the root of positive forms of leadership." The Leadership Quarterly, 16(3), 315–338. &Clark, G. (2010). Visual Leaders: How to Use Visual Thinking to Transform Leadership. Wiley.

recipient's brain interprets the steady gaze as a sign of full presence and complete attention, which enhances the feeling of safety and belonging.[219]

Mental Presence and Attention

When a leader fixes their gaze on the other person during speaking or listening, it sends a strong signal that the leader is fully engaged in the moment and truly cares about what is being said. This mental presence is met with deep psychological appreciation from the recipient, who feels seen, heard, and valued—thus increasing emotional interaction and loyalty toward the leader.[220]

Respect and Self-Worth

Steady eye contact enhances the concept of mutual respect. In cognitive psychology, looking into the eyes stimulates in the other party a sense of self-worth and gives them the feeling that they are not marginalized or of lesser status. This is highly significant in the relationships between the leader and subordinates, as it is built on the basis of human equality and personal recognition—not merely functional hierarchy.

Reducing Psychological and Social Distance

Regular eye contact helps reduce what is known in psychology as "social distance," which is the psychological gap individuals feel when dealing with figures of authority, fame, or influence. The direct gaze forms an invisible bridge between the two sides, dissolving excessive formality and bringing the weaker party closer to the leader. This boosts the recipient's self-confidence and increases their receptivity to the leader's messages.[221]

Activating the Emotional Brain

Studies in social neuroscience (such as the works of Daniel Goleman and Paul Ekman) indicate that looking into the eyes activates the amygdala—the center for emotion interpretation—making interaction with the leader more intimate and emotional, and contributing to the building of emotional bonds that go beyond the limits of professional communication.[222]

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[219] Burgoon, J. K., Guerrero, L. K., & Floyd, K. (2016). Nonverbal Communication (2nd ed.). Routledge. P67.

[220] Mehrabian, A. (1972). Nonverbal Communication. Aldine-Atherton. P.65.& Hall, J. A., & Knapp, M. L. (2013). **Nonverbal Communication**. De Gruyter Mouton. P. 48.& Carney, D. R. (2023). *When Words Aren't Enough: How to Excel at Nonverbal Communication*. Stanford Graduate School of Business. Retrieved from https://www.gsb.stanford.edu/insights/when-words-arent-enough-how-excel-nonverbal-communication

[221] Goleman, D. (1995). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books. P98.

[222] Bass, B. M. (1985). Leadership and Performance Beyond Expectations. Free Press, p55.

Breaking Defensive Barriers

In the political or administrative environment, many individuals deal with leaders with caution or psychological reservation, known as defensive barriers. But when the leader practices eye contact in a warm, steady, and composed manner (neither sharp nor overly scrutinizing), it gradually removes these barriers and opens the way for more transparent and sincere communication.[223]

3.2.3.2.2 Political and Symbolic Analysis of Eye Contact

In political or administrative environments, many individuals interact with leaders cautiously or with psychological reservation—commonly referred to as *defensive barriers*. However, when a leader engages in eye contact in a warm, steady, and balanced manner (neither intense nor scrutinizing), it gradually dissolves these barriers and paves the way for more transparent and sincere communication.[224]

A tool for legitimacy and trust-building

From the political perspective, steady eye contact is interpreted as a nonverbal signal confirming that the leader does not address the public from a superior authoritative position, but from a transparent human position—listening as much as speaking, and making the recipient feel that they are the subject of genuine attention, not merely a passive receiver of the speech.

In political contexts, eye contact is not seen as a simple communicative behavior, but as one of the most important tools for building political legitimacy and consolidating trust between the leader and the public. Modern political literature has indicated that the way a leader communicates with his audience—both verbally and visually—plays a direct role in shaping his mental image and determining whether he is perceived as someone close to the people or as a closed authoritarian model.

Eye Contact as a Symbolic Tool of Quiet Authority

Steady eye contact is employed in public meetings and political dialogues as a means to display calmness and self-confidence without resorting to authoritarian show. A leader who maintains eye contact during speaking or listening sends a nonverbal message that he is present, conscious, and attentive, which enhances his image as a confident leader who possesses control without the need to raise his voice or impose authority through force.[225]

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[223] Argyle, M., & Dean, J. (1965). Eye-contact, distance and affiliation. Sociometry, 28(3), 289–304.
[224] Ibid, 289–304.
[225] Nye, J. S. (2008). The Powers to Lead. Oxford University Press. P. 43. &Atkinson, M. (1984). Our Masters' Voices: The Language and Body Language of Politics. London: Routledge. P.94.

Through analyzing the body language of His Highness Sheikh Khaled in formal and informal events, it is observed that he relies on steady and confident eye contact without affectation, reflecting the image of "quiet authority." He does not use his gaze to impose dominance, but to show internal composure and leadership balance—something that contributes to strengthening his self-confidence in front of the public without making them feel fear or unease. This trait is interpreted as one of the tools of leadership based on trust, not intimidation.

Redistribution of Symbolic Power Between the Leader and the Citizen

In modern theories of political communication, the steady gaze is seen as a “soft technique for redistributing symbolic power.” That is, through his steady gaze, the leader does not only dictate, but listens and integrates with his audience, creating a deliberate illusion of temporary equality in the political space — a technique heavily invested in by modern democracies to reduce the gap between elites and the masses.

For example, visual studies of leaders' behaviors in public conferences have shown that leaders who use direct visual communication tend to gain higher levels of trust compared to those who frequently look at texts or avoid direct eye contact with the audience.[226]

This applies to His Highness Sheikh Khaled Al Nahyan, as His Highness demonstrates in his interactions with citizens—especially in field meetings and community visits—a balanced eye contact with those he speaks to, regardless of their positions or categories. This thoughtful use of direct gaze places the recipient in a psychologically equal position and produces a state of symbolic closeness between leadership and the grassroots, analyzed politically as a practical expression of the participatory rather than hierarchical leadership model.

Creating "Political Charisma" Through Sensory Communication

According to what Max Weber proposed about charisma, a large part of leadership appeal depends on nonverbal communication, including the gaze. And when a leader skillfully directs his gaze firmly—without exaggeration or threat—it adds a "strong human" character to his political presence, making him close to people's hearts even in his physical absence.[227]

[226] Chen, F. S., Minson, J. A., Schöne, M., & Heinrichs, M. (2013). In the Eye of the Beholder: Eye Contact Increases Resistance to Persuasion. Psychological Science, 24(11), 2254–2261 & Bucy, E. P., & Gong, Z. (2023). Nonverbal communication as argumentation: The case of political candidates. Argumentation and Advocacy, 59(1), 35–52. https://doi.org/10.1080/10511431.2023.2294236

[227] Grint, K. (2010). Leadership: A Very Short Introduction. Oxford University Press, p54 & Riggio, R. E., & Tan, S. J. (2013). Leader Interpersonal and Influence Skills: The Soft Skills of Leadership. Routledge.

Sheikh Khaled during the events of "Abu Dhabi Global Healthcare Week," April 2025.

The charisma that His Highness Sheikh Khaled possesses does not stem only from his position or decisions, but from his sensory performance and his studied body language—especially eye contact.

Steadiness in gaze during speech, accompanied by slight head gestures and a composed smile, gives the impression of charisma based on humility.
This behavioral pattern does not necessarily result from training, but rather reflects the harmony between personal values and overall political performance

Using Eye Contact to Direct the Political Narrative

Eye contact is not used only for interaction, but also to direct the "political narrative." When the leader shows visual interest while listening to people's demands or problems, the message that is received—whether captured by cameras or conveyed verbally—is that the leader is not only speaking, but also acknowledges the existence of the other and understands their concerns. This image is stronger than the speeches themselves and is media-invested to reinforce the image of "the leader close to the people."

When analyzing video clips or photographs of His Highness while citizens or employees speak to him, it is noticeable that he does not interrupt them but fixes his gaze on the speaker and shows signs of comprehension (such as eyebrow movement or a light smile), which sends a nonverbal message meaning: "I hear you and I understand you." This visual message is later

transformed into a political narrative that reinforces the idea that the leader is not merely delivering a speech but building a cognitive relationship with his audience.

Reducing Symbolic Opposition

From a strategic perspective, thoughtful eye contact contributes to reducing the space of symbolic opposition. Meaning that the leader who does not appear arrogant in his gaze and does not turn his back to the public during crises gains sympathy even from some of his opponents because he appears more receptive to criticism and more human.[228] This is considered a kind of public psychological diplomacy.

His Highness's body language depends on flexibility and nonverbal openness, as he avoids signs of bodily rigidity or sharp looks that may generate internal resistance in the recipient. Instead, he practices a kind of "visual containment" that reduces psychological barriers and makes even those who disagree with him respect him. This is considered one of the traits of leaders who go beyond the concept of authority to building psychological political satisfaction in society.

Practical Application – His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

In many recorded clips and public events, it is noticeable that His Highness Sheikh Khaled consciously and repeatedly practices this type of communication.

[228] Wang, Y., & Hamilton, A. F. de C. (2022). Eye gaze and visual attention as a window into leadership and followership dynamics. The Leadership Quarterly, 33(6), 101619& Wang, Y., & Hamilton, A. F. de C. (2022). Eye gaze and visual attention as a window into leadership and followership dynamics. The Leadership Quarterly, 33(6), 101619

For example, during his meetings with university students and startup entrepreneurs, he does not merely deliver speeches, but is seen maintaining direct eye contact with the speakers, even during questions or discussions.

This trait was observed during his visit to the "Abu Dhabi Youth Forum" in 2023, where he sat with a number of young people in dialogue circles. [229]What was remarkable was his keenness to fix his gaze into the eyes of the speakers while listening to them, accompanied by gestures reflecting understanding or encouragement (such as nodding or a slight smile), which gave them a deep sense of acceptance and empowerment.

[229] Al-Ittihad Center, Khaled bin Mohamed bin Zayed reviews the achievements of the Abu Dhabi Youth Council, Al-Ittihad Center, (22 March 2023, Abu Dhabi). See: https://www.aletihad.ae/news

Impact of this communication

Psychologically: This behavior enhanced the youth's sense of value and removed traditional formal barriers, which opened the door to spontaneous and productive dialogue.

Politically: This approach established a new pattern in the relationship between leadership and citizens, based on closeness and mutual respect, far from artificiality or symbolic superiority.

Leadership-wise: It contributed to building a "rational emotional loyalty" toward the leadership, which is one of the most sustainable and influential types of loyalty in the field of public administration.

By tracking the body language of His Highness Sheikh Khaled bin Mohamed bin Zayed, especially his intelligent use of steady eye contact, it can be said that this behavior is not just a communication style, but is smartly employed to build a modern leadership model characterized by confidence, humility, and social interaction. Moreover, his visual presence creates a permanent bridge between him and the community, shortening the distance between the state and the citizen, and employing psychological tools in the service of political stability.

This theoretical dimension is clearly reflected in the leadership experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, where eye contact emerges as a deliberate and intentional act—one that goes beyond mere casual interaction to become a strategic tool for building trust and deepening connection with the public.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan stands out as a distinguished model in employing steady eye contact to reinforce the legitimacy of modern leadership. His on-the-ground engagements and active participation in community and educational events reveal a balanced visual presence that transcends formality and delivers nonverbal messages rich in political and psychological meaning. Through his direct and confident eye contact, His Highness activates emotional influence, narrows social distances, and reflects a leadership philosophy rooted in closeness to the people, one that fosters a sense of safety and belonging.

Moreover, he uses this form of communication to steer the political narrative toward values of empowerment, innovation, and transparency, without showcasing power, but rather exercising it through a style of **"**quiet authority**"** that builds without excluding, and inspires without intimidating.

A psychological and political reading of His Highness Sheikh Khaled's use of eye contact reveals high cognitive intelligence and a nuanced understanding of the symbolic role of leadership in the digital age, where a look can be more powerful than speeches, and the most direct path to people's hearts and minds.

3.2.3.3: Physical Closeness Without Barriers

In the context of modern leadership, a leader's presence is no longer limited to symbolic authority or institutional status. Physical closeness has emerged as a form of political communication that redefines the relationship between ruler and citizen. It is not merely a casual interaction, but a strategic tool employed within what is known as interactive and soft leadership, where barriers between the leader and the public are removed through body language, handshakes, seating posture, and even spontaneous interactions with children or the general public.

This dimension holds particular significance in the leadership experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, whose philosophy of physical proximity is evident in the details of his public presence, from his simplicity in meetings, to the warmth with which he greets people, to his genuine interactions with children, all of which lend his leadership image a profound human dimension.

Analyzing this form of physical communication offers valuable insight into how bodily symbolism becomes a communicative policy, one that helps solidify the leader's legitimacy and deepen his emotional connection with society.

In social psychology, the distance between individuals is viewed as an indicator of emotional and social closeness or distance.[230] Politically, a leader who physically approaches people without barriers or separating seats conveys a message that he is "of the people," not "above them."[231]

[230] Edward T Hall, The Hidden Dimension (Anchor Books 1966), p70.

[231] David G Winter, 'Personality and Political Behavior' in David O Sears, Leonie Huddy and Robert Jervis (eds), Oxford Handbook of Political Psychology (2nd edn, Oxford University Press 2013) p66.

Sheikh Khaled walks among the people, moves among them, sometimes places his hand on their shoulders, and sits on the ground with children—these are powerful symbolic gestures.

In the contemporary political world, non-verbal symbols have become more expressive than speeches and more influential than official statements. Leaders are measured not only by what they say but also by how they stand, sit, shake hands, and smile. The personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan embodies a rare model of integrated leadership that employs body language to instill values of humility, closeness, and trust, thus creating a profound human connection with the public.

3.2.3.3.1. Closeness to People: A Genuine Approach in Leadership Communication

Closeness to people is considered one of the fundamental pillars in the symbolic and behavioral structure of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan. This is evident not only in his frequent field presence but also in his sincere way of communicating and interacting with various segments of society, without discrimination between the elderly or the young, officials or ordinary citizens. His Highness does not impose symbolic or physical distance between himself and those around him but always chooses to stand at the heart of events, among the people, listening and interacting, which adds an emotional and human dimension to his leadership image.

This closeness is not practiced as a media or protocol task but stems from an internal conviction that a true leader is not built from his ivory tower but from his ability to listen, interact, and participate.

This approach recalls what was known about the late Sheikh Zayed bin Sultan Al Nahyan, who was always close to his people in councils, fields, and roads, followed by Sheikh Mohamed bin Zayed Al Nahyan, known for sitting among soldiers, families, and youth without barriers. Sheikh Khaled embodies this approach in a contemporary style that considers the pace of the era without losing the spirit of intimacy and humility.

The image shows His Highness Sheikh Khaled Al Nahyan with one of the people of determination.

This dimension in leadership represents, in political science, the essence of what is known as "interactive legitimacy," meaning that a leader's legitimacy is not based solely on official institutions but on the people's trust in him and their feelings towards him—a trust built through the daily repetition of sincere human communication.[232]

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, embodies a living model of humble leadership that is close to the people, drawing this from the legacy of his father, His Highness Sheikh Mohamed bin Zayed Al Nahyan, and his late grandfather, Sheikh Zayed bin Sultan Al Nahyan.

[232] Pierre Rosanvallon, Democratic Legitimacy: Impartiality, Reflexivity, Proximity (Arthur Goldhammer tr, Princeton University Press 2011) p43.

In his field visits, His Highness is keen to be present among members of the community, listening to their opinions and observations. For example, during his visit to the "Nabd Al Falah" Community Center in the Al Falah area of Abu Dhabi, His Highness listened to a detailed explanation about the center's facilities and the programs it organizes in cooperation with institutions from the public, private, and third sectors, in addition to a package of programs and workshops targeting youth, families, senior citizens, and children.[233]

These field visits by His Highness demonstrate his commitment to strengthening social bonds and providing diverse social services, in accordance with the best standards and practices followed in these fields, through the provision of modern and advanced facilities that meet the needs of community members and provide them with suitable interactive spaces that enable them to reinforce their social relationships, thus contributing to the building of a more prosperous, cohesive, and harmonious society. Through these practices, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan presents a model to be emulated in human-centered leadership, enhancing society's trust in leadership and supporting the path of sustainable social development in the Emirate of Abu Dhabi.

[233] Abu Dhabi Media Office, 'Khaled bin Mohamed bin Zayed Visits Nabdh Al Falah Community Hub and Directs Expansion of Integrated Community Hubs Across the Emirate', Abu Dhabi Media Office (22 February 2025) https://www.mediaoffice.abudhabi/ar/crown-prince-news/khaled-bin-mohamed-bin-zayed-visits-nabdh-al-falah-community.

3.2.3.3.2. Removing Psychological Barriers: A Philosophy of Closeness, Not Distance

His Highness Sheikh Khaled is keen in his public appearances not to leave psychological or physical distance between himself and those around him. He stands among them, sits among them, and listens more than he speaks. This approach not only reflects personal humility but also a comprehensive political and human vision that reshapes the relationship between leadership and society on the basis of participation, not hierarchy.

3.2.3.3.3. Warmth of Welcome and Humble Handshake: A Language of Respect That Embodies Humble Leadership

Nonverbal signals play a central role in understanding leadership styles and the behavior of leaders. The handshake and body language are among the most important tools for reading leadership personality in the fields of political psychology and modern political science.[234] In this context, the way His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan shakes hands embodies an authentic model of what is known as “humble leadership”—a leadership that places no barriers between the leader and the people but expresses respect for them and their genuine participation in the state's project.

Among the notable personal traits of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, which align with his leadership philosophy rooted in human closeness, is his great warmth in welcoming people, regardless of their social or official status. This is clearly manifested in his style of handshake, which does not change between the ordinary citizen and leaders or officials but always expresses an implicit acknowledgment of each person’s status and importance, reinforcing the values of equality and mutual respect.

This behavior is a practical example of what is known in leadership theories as humble leadership, a model based on breaking symbolic barriers between the leader and members of society, and affirming that leadership is not measured by official prestige alone but by the leader’s closeness to the hearts of the people and his genuine appreciation for them.

[234] Freeman, L. C., & Gilbert, G. M. (2017). "Nonverbal Communication in Political Leadership: Decoding the Body Language of Power." Political Psychology Review, 25(2), 145–162.

This behavior is not merely personal etiquette but a leadership message in itself, meaning that all those whom His Highness meets are partners in the national project and have a deserved place in the journey of development. This warm handshake, accompanied by a smile, contributes to spreading reassurance and respect and reinforces the image of a leader who listens well and recognizes the value of the human being in every position.

This human simplicity, mixed with dignity, gives the personality of His Highness Sheikh Khaled a rare moral and ethical dimension in the world of politics and enhances societal trust in him, as a leader who derives his respect from his daily actions, not merely from his official position.

- **The Importance of This Trait in Political Leadership**
  From the perspective of leadership, this pattern of behavior is a strategic tool for building "soft legitimacy," meaning legitimacy based on love, trust, and belonging, not only on prestige and position. A leader who masters physical and visual communication in a way that makes others feel their value is a leader who excels in tools of psychological and social influence and plants in hearts a loyalty not imposed by command, but built through mutual respect.[235]

[235] Goffee, R., & Jones, G. (2006). Why Should Anyone Be Led by You? What It Takes to Be an Authentic Leader. Harvard Business Review Press, p66.

Leadership scholars confirm that a handshake is not just a formal greeting, but a body language that signals the internal stance of the leader: is he open? Does he respect others? Is he humble? Does he make the other feel safe and respected?[236]

- **Applications in Political Education and Discourse Analysis**
  This type of behavior can be used as an applied model in faculties of political science and government leadership, within the analysis of leadership patterns and their impact on shaping the "relationship between the leader and the public."
  It is also an important applied example in courses such as:

  Political and symbolic behavior analysis

  Ethical leadership and political communication

  Tools of soft power in diplomacy
  Handshake is taught in contexts of analyzing nonverbal messages as an indirect carrier of values and positions. In this context, the handshake of His Highness Sheikh Khaled becomes a rich example showing how a leader can use the simplest of actions to convey the deepest of meanings.
  The handshake of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan does not fall merely within the framework of social protocol but expresses a moral and human leadership choice. Hence, this trait represents an essential dimension of "humble leadership," which has become a key concept in modern leadership literature. It affirms that closeness to people, unconditional respect, and simplicity in interaction are not just personal attributes, but strategic tools for building trust, reinforcing belonging, and enhancing the image of the leader in the collective consciousness.

3.2.3.3.4. Political and Semiotic Analysis of Body Language

In advanced fields of political science, body language is one of the tools of "implicit analysis" used to understand the unspoken positions of leaders and their undeclared orientations. Handshake behavior, hand gestures, eye contact, and tone of voice are among the cues that can be analyzed to understand the structure of political discourse, leadership style, level of openness, and even readiness to negotiate or firmness.
Studies show that leaders who use body language well to build a warm relationship with their audience achieve higher levels of trust, credibility, and popular engagement in public policy. This aspect complements the written and spoken political discourse, as it often sends stronger implicit messages than words.
In this framework, the style of His Highness Sheikh Khaled in greeting and handshaking carries not only a human dimension but also a deeply influential political dimension, reflecting a

[236] Pease, A., & Pease, B. (2004). The Definitive Book of Body Language: The Hidden Meaning Behind People's Gestures and Expressions. Bantam Books, p54.

deliberate strategy in building a balanced relationship with different segments of society and reinforcing his image as a leader who combines formality and simplicity, authority and inclusion.

Sheikh Khaled's Sitting Posture: A Symbolic Reading in Body Language and Leadership

Another indicator of closeness to people is the way of sitting. Body language is a deep expressive tool in leadership and political analysis, contributing to delivering implicit messages about the leader's personality, his stance towards others, his confidence, and his interaction with different contexts. Among the most symbolically important elements of body language in this context is the sitting style.[237] In the case of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, his sitting style forms a distinctive visual manifestation that expresses a combination of humility, confidence, and composure.

Sitting with Stability and Composure: A Sign of Confidence and Control

It is observed that His Highness Sheikh Khaled usually sits in a stable position, with his back straight and shoulders relaxed without stiffness. This posture indicates a high level of internal confidence and self-control, which is an essential trait in leaders who possess psychological stability and conscious presence. This composed sitting posture also suggests full control over the surrounding environment, without the need for exaggeration or display.[238]

[237] Harries-Jenkins, G. (2012). "The Role of Nonverbal Communication in Political Leadership." Journal of Political Science and International Relations, 5(3), 211–225.
[238] Burgoon, J. K., Guerrero, L. K., & Floyd, K. (2016). Nonverbal Communication. Routledge, p93.

Openness in Sitting: A Sign of Closeness and Humility

One of the prominent features in His Highness's sitting style is that it does not reflect a psychological or protocol-based distance from those around him, but rather expresses openness and emotional connection. Despite his leadership position, His Highness is keen to sit in a way that does not make others feel any disparity, which embodies the values of humility and closeness to people. He prefers to sit on the same level with those present, whether they are officials, citizens, or even children, sending implicit messages of equality and respect.

Lack of Affectation: Simple Presence That Enhances Authenticity

His Highness's sitting posture avoids exaggeration or rigidity and does not bear signs of affectation or excessive caution. Instead, it gives an impression of psychological comfort and inner sincerity. This simplicity indicates that the leader does not need to impose his authority through physical performance but lets the essence and values speak for him.[239]

This aligns with the concepts of ethical and visual leadership that promote harmony between appearance and substance.[240]

- **The Political and Semiotic Dimension of Sitting**
  In political and semiotic analysis, the way of sitting is read as a symbolic sign that contributes to shaping the leader's mental image.[241] The way His Highness Sheikh Khaled sits at official and social events—stable and open at the same time—produces a visual representation that reflects a balance between dignity and approachability. This leaves a psychological impact on those present and reinforces the image of a leader who skillfully manages his presence with calculated spontaneity.

The sitting style of His Highness Sheikh Khaled represents a valuable educational tool for students of political science and public administration, as well as for emerging leaders. It highlights how small details in body language contribute to building a strong mental image of the leader. These observations can be incorporated into leadership behavior studies to demonstrate how the body can be used as an effective tool for political communication.
For example, a stable and confident sitting position shows the leader's ability to demonstrate internal stability and composure in sensitive situations. This is an important lesson in how to behave when managing discussions or handling pressure. Sitting modestly and at a similar level

[239] Goffee, R., & Jones, G. (2006). Why Should Anyone Be Led by You? What It Takes to Be an Authentic Leader. Harvard Business Review Press, p97.
[240] Gini, A., & Green, R. M. (2013). 10 Virtues of Outstanding Leaders: Leadership and Character. Wiley-Blackwell, p33.
[241] Van Leeuwen, T. (2005). Introducing Social Semiotics. Routledge, p43 & Chandler, D. (2007). Semiotics: The Basics. Routledge, p67.

to others serves as a practical application of the idea of ethical, non-hierarchical leadership that focuses on building trust and an equal relationship between the leader and his audience.[242]

The sitting posture of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan highlights how body language can be a silent yet highly influential leadership tool. Between stability and simplicity, and between openness and respect, is reflected the personality of a leader who embodies the values of composure, humility, and inclusion—and who transforms even his sitting posture into a symbolic expression of a leadership philosophy that speaks through body language as much as through words and actions.
Hence, drawing on this symbolism in leadership education and formation is a step toward building a generation of leaders capable of influencing through silence as well as speech.

3.3.Love of Children in the Personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan: A Manifestation of Soft Leadership

The way leaders interact with children is a symbolic test that reflects the depth of their humanity, their moral dimension, and their way of engaging with society beyond political protocol.[243] In this context, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, presents a remarkable model of soft leadership through his spontaneous and affectionate interaction with children—one of the most prominent features of his field and social presence.

[242] Greenleaf, R. K. (2002). Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness. Paulist Press, p105.
[243] Alexander, J. C. (2010). The Performance of Politics: Obama's Victory and the Democratic Struggle for Power. Oxford University Press, p23.

3.3.1. Love of Children as a Human Entry Point to Leadership

His Highness Sheikh Khaled is characterized by a special emotional relationship with children that goes beyond protocol courtesy to an authentic spontaneous behavior that expresses a leadership vision based on the human being first. In his official and unofficial meetings, His Highness is keen on direct interaction with children—kissing them, speaking to them in their own language, and sharing their small details—in an image that reflects a leader who speaks not only to minds, but also to hearts.

This type of communication, according to modern leadership literature, is considered one aspect of what is known as **Soft Leadership**, which is leadership based on emotional human influence rather than traditional tools of authority. A leader who masters communication with children automatically masters the building of bridges of trust with society, because he demonstrates his ability to empathize, listen, and be simple, essential traits for any sustainable and influential leadership.[244]

[244] Rajagopal, A. (2013). Soft Leadership: A New Direction to Leadership. ASBM Journal of Management, 6(1), 45–56.

3.3.2. Educational and Social Significance

The interaction of His Highness Sheikh Khaled with children carries deeply educational implications, as it restores the value of childhood in the national project. A leader's attention to the child is attention to the future, and embracing the little ones embodies an implicit commitment to ensuring a healthy and safe environment for them, not only physically, but also psychologically, socially, and culturally.

These repeated scenes also leave an impact on the awareness of parents, mothers, and educators, and form a high societal example in humility and inclusion. This reinforces the authentic Emirati values in caring for children and instilling respect for the child as an active member of society, not merely a recipient of care.

3.3.3. Soft Leadership and Building Emotional Connection with Society

Soft leadership, as manifested in His Highness Sheikh Khaled's love for children, shows a remarkable ability to build intangible social capital based on trust and belonging. The capturing of photos of His Highness with children and his continuous appearances in events that include them produce a deeply meaningful visual symbolism that contributes to strengthening the connection between leadership and the people through emotion, not only through political discourse.

This behavior cannot be separated from His Highness's philosophy of human development, as he views childhood as the cornerstone of all genuine development. Hence, this human celebration of the child is not a fleeting act, but an expression of a comprehensive developmental vision that gives priority to the youth as a strategic investment in the future of the state.[245]

[245] This vision aligns with what international organizations such as UNICEF (2017) affirm—namely, that "investment in early childhood is one of the strongest foundations for sustainable development." This reflects the leadership's belief that human development must begin at the earliest stages of life. See: UNICEF (2017). Early Moments Matter for Every Child. United Nations Children's Fund.

It can be said that His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan's love for children is not merely personal behavior, but a conscious leadership choice that reflects the nature of his calm, human leadership and his ability for constructive emotional influence.[246] A leader who can address the child well is the same leader capable of addressing the future in the language of hope, balance, and compassion. In a world inclined toward harshness and rigidity, these soft traits emerge as the noblest forms of leadership and the most enduring in memory and conscience.

The relationship of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan with children is a living embodiment of the concept of soft leadership, where His Highness shows deep concern for children, not only through direct interaction with them but also through his support for initiatives concerned with their welfare and development.

[246] Greenleaf, R. K. (2002). Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness. Paulist Press., p55& Noddings, N. (2005). The Challenge to Care in Schools: An Alternative Approach to Education. Teachers College Press, p65.

On March 15, 2024, His Highness visited the Supreme Council for Motherhood and Childhood in Abu Dhabi, coinciding with Emirati Children's Day. During the visit, he met with members of the Children's Advisory Council and the Emirati Children's Parliament, affirming that children are the pillars of achieving the nation's ambitions, and that investment in their proper upbringing is a top priority to build a generation capable of leading the future.[247]

Direct interaction with members of society, especially children, reflects the spirit of humble leadership that is close to the people, and highlights the importance of human communication in strengthening social bonds and building a cohesive and interconnected society.

In the image, His Highness Sheikh Khaled is shown attentively listening to the children and their creativity.

[247] Al Khaleej, Khaled bin Mohamed: Children are the pillars of achieving the nation's ambitions, Al Khaleej, (15 March 2024, Abu Dhabi). See: https://www.alkhaleej.ae/2024-03-15

Love of Children: Leadership through Compassion

Among the deeply rooted images in the national memory are scenes of His Highness playfully interacting with children, patting their shoulders, listening to them, and engaging with them in a language that speaks to their worlds. This sincere emotional presence redefines the relationship between the leader and the future, where the child becomes not only a subject of care but a partner in building the nation. A leader who is good at addressing children proves his ability to address society in the language of compassion and vision.[248]

In this context, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan presents an advanced strategic vision toward early childhood issues, considering it a critical stage in shaping both the individual and society. During his supervision of the Executive Council meetings of the Emirate of Abu Dhabi, His Highness emphasized the importance of building an integrated system concerned with early childhood by integrating children into purposeful educational and social programs that enhance their personalities and provide them with the life and psychological skills necessary to face various challenges.

His Highness sees investment in early childhood not as a secondary developmental option but as a fundamental pillar in building a knowledgeable and leadership-oriented generation capable of understanding changes and directing the paths of development in the future. This approach embodies one of the dimensions of soft leadership adopted by His Highness, which is based on strengthening the emotional and cultural relationship between leadership and society by

[248] Goleman, D. (1995). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books, p75.

caring for and empowering the most vulnerable groups—foremost among them children—as the nucleus of the future and the foundation of sustainable national transformation.[249]

These integrated dimensions in the behavior of Sheikh Khaled bin Mohamed bin Zayed demonstrate how the human body can be transformed into a refined political language, one that transcends official speeches and evolves into a living form of communication filled with sincerity and compassion. His physical closeness to the people, his simple handshakes, his unpretentious sitting posture, and those emotional moments with children are not spontaneous gestures, but expressions of a thoughtful leadership vision that believes true leadership is not imposed, but earned through the trust of the people, and solidified by a presence that touches their hearts before their minds.

From this perspective, the body, as employed by Sheikh Khaled's leadership style, is no longer a tool of symbolic representation, but a means of reengineering the relationship between authority and society, grounded in humility, respect, and profound human interaction.

4. **Strategic Intelligence in the Personality of Sheikh Khaled bin Mohamed bin Zayed**
   Strategic intelligence is one of the most prominent traits that distinguish the personality of Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, as it is manifested in his ability to link current data with future opportunities and formulate long-term visions that align with the era's rapid changes and challenges. This aspect became clearly evident through his supervision of vital files such as digital transformation, artificial intelligence, cybersecurity,

[249]Abu Dhabi Media Office, Khaled bin Mohamed bin Zayed chairs the Executive Council meeting of the Emirate of Abu Dhabi, Abu Dhabi Media Office, (1 November 2023, Abu Dhabi). See: https://www.mediaoffice.abudhabi/ar/government-affairs/khaled-bin-mohamed-bin-zayed-chairs-abu-dhabi-executive-council-meeting-november/?utm_source=chatgpt.com

and the knowledge economy, confirming that leadership in the twenty-first century is not built on imitation but on foresight and deep analysis of global trends.

The most notable manifestations of this intelligence appeared in his launching of projects like the “Abu Dhabi Artificial Intelligence Strategy” and his direct support for innovation and scientific research centers, such as "Hub71" and the "Advanced Technology Research Council," reflecting his belief that future leadership depends on the state's ability to possess knowledge and localize technology.[250]

This dimension in Sheikh Khaled’s personality is not separate from his leadership spirit but complements it and grants him a pioneering position among young global leaders who do not settle for managing the present but seek to build a smarter and more sustainable tomorrow.

4.1.Leadership Lessons: Features of Excellence in Reading Reality and Building Change

Sheikh Khaled embodies a modern model of the strategic leader, one who does not merely plan, but masters the art of reading transformations and steering them toward major national goals, through deep awareness of challenges and the skill of anticipating solutions.

1. The importance of humility: Humility in leadership enhances people’s trust and strengthens the bonds between the leader and the community.[251]
2. The power of a smile: A sincere smile helps build a positive environment and facilitates effective communication.[252]
3. Direct communication: Being close to people and listening to them reflects the leader’s genuine concern and boosts his popularity.[253]
4. Breaking barriers: Removing barriers between the leader and the public helps build a relationship based on trust and mutual respect. Removing barriers between the leader and the public contributes to building a relationship based on mutual trust and respect. This is affirmed by Uhl-Bien (2006) in her study on Relational Leadership, where she

[250] Rami Sameeh, HUB71 Platform Collaborates with Abu Dhabi Chamber to Empower Tech Entrepreneurs to Expand in Abu Dhabi, Fintech Gate, (December 8, 2024, Abu Dhabi). See: https://fintechgate.net/2024/12/08/-hub71

[251] Owens, B. P., Johnson, M. D., & Mitchell, T. R. (2013). "Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership." Organization Science, 24(5), 1517–1538. https://doi.org/10.1287/orsc.1120.0795

[252] Korb, S., With, S., Niedenthal, P. M., Kaiser, S., & Grandjean, D. (2014). “Smile for me: The role of the Duchenne smile in the cross-cultural recognition of positive emotions. “Emotion, 14(3), 543–550. https://doi.org/10.1037/a0035908

[253] Greenleaf, R. K. (2002)."Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness."
Paulist Press.

emphasizes that a leader who engages in direct interactions and transcends psychological or symbolic distance with people achieves a deeper impact in fostering a cohesive and participatory community.[254]

4.2. The Inheritance of Humanitarian Leadership: Symbolic and Behavioral Similarities Between Sheikh Zayed, Sheikh Mohamed, and Sheikh Khaled bin Mohamed bin Zayed

The United Arab Emirates represents a unique model of leadership continuity based on a combination of constitutional legitimacy, developmental vision, and public communication. What particularly distinguishes the Emirati model is the transfer of leadership qualities from generation to generation—not merely as official responsibilities, but as a **"value legacy"**, a set of personal and behavioral traits deeply rooted in the leadership identity of the ruling family.

The connection between His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, his father His Highness Sheikh Mohamed bin Zayed Al Nahyan, and his grandfather the late Sheikh Zayed bin Sultan Al Nahyan opens an important door to understanding the transmission of leadership values within the Zayed family, especially in its human and communicative dimensions, clearly reflected in body language and behaviors of closeness to the people.

The personality of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan represents a living extension of a humanitarian leadership school that began with the late Sheikh Zayed bin Sultan Al Nahyan, was solidified with His Highness Sheikh Mohamed bin Zayed Al Nahyan, and is now embodied in the third generation with Sheikh Khaled—matured and developed—who revives the same principles with a contemporary language and more open means.

In the body language and behaviors of closeness to the people, we witness repeated scenes among the three generations:

[254] Uhl-Bien, M. (2006). "Relational Leadership Theory: Exploring the social processes of leadership and organizing."
The Leadership Quarterly, 17(6), 654–676.https://doi.org/10.1016/j.leaqua.2006.10.007

• The continuous smile that distinguished Sheikh Zayed, and was a symbol of simple majesty, is the same seen in Sheikh Mohamed and now reflected in the features of Sheikh Khaled, with a warm smile that combines emotional steadiness and sincere friendliness. Studies show that a genuine smile is not merely a facial expression, but an effective tool for creating a positive environment and facilitating communication. Korb et al. (2014) affirm that *"a smile that reflects genuine emotion contributes to the improvement of human relationships and the reinforcement of mutual trust,"* which explains why it is frequently used by successful leaders in their interactions with the public.[255]

Sheikh Zayed during his meeting with the citizens

[255] Korb, S., With, S., Niedenthal, P. M., Kaiser, S., & Grandjean, D. (2014)."Smile for me: The role of the Duchenne smile in the cross-cultural recognition of positive emotions." Emotion, 14(3), 543–550. https://doi.org/10.1037/a0035908

• The equal handshake, which is one of the most prominent expressions of humility in the Zayed school. Sheikh Zayed used to make no distinction in his greetings between old and young, rich and poor.[256] It is the same trait inherited by his son, His Highness Sheikh Mohamed, and reaffirmed by his grandson Khaled through his calm and simple manner, which makes the other person feel present and valued, not marginalized or merely a recipient.

• The way of sitting also carries hereditary indications: Sheikh Zayed was known for his simple and unpretentious sitting posture in gatherings, which expressed a presence without superiority.[257] This paternal simplicity remained evident in Sheikh Mohamed Al Nahyan, the President of the State, may God protect him, and is clearly visible in the style of Sheikh Khaled Al Nahyan, may God protect him, during meetings and community events, where he tends to sit on the same level as everyone else. This reflects a breaking of formal hierarchy and a reinforcement of the values of consultation and mutual respect.

His Highness Sheikh Zayed with one of the engineers during the planning of building the United Arab Emirates

• Closeness to children is a very clear feature in all three. Sheikh Zayed used to embrace children during his visits, speak to them tenderly, joke with them, and care about their upbringing.[258]

[256] Al-Rashdi, Jamal bin Huwaireb (2018). Zayed: From Foundation to Empowerment. Emirates Center for Strategic Studies and Research. & Sheikh Zayed: Man, Who Built a Nation (2004). Ministry of Presidential Affairs, UAE.
[257] Yusuf Al-Qubaisi, Zayed: Biography and Wisdom (Dar Al-Kitab Al-Emirati 2008). & Mohammed Al-Fahim, From Rags to Riches: A Story of Abu Dhabi (London Centre of Arab Studies 1995)
[258] Maryam Mohammed Al-Suwaidi, Zayed and Childhood: Visions and Achievements (National Archives of the UAE 2013) & UAE Ministry of Education, Sheikh Zayed and the Future Generations (Abu Dhabi 2005)

His Highness Sheikh Zayed with a group of children, showing his love for them

His Highness Sheikh Zayed — may God rest his soul — and his closeness to children

Sheikh Zayed bin Sultan Al Nahyan — may God rest his soul — with children

This is the approach maintained by Sheikh Mohamed Al Nahyan, may God protect him, and instilled in the personality of his son, Khaled bin Mohamed Al Nahyan, may God protect him,

whose intimate scenes with children have been repeated, not for media purposes, but due to his genuine emotional connection to that group, which he sees as an extension of the nation's aspirations.

His Highness Sheikh Mohamed bin Zayed Al Nahyan and His Closeness to Children

His Highness Sheikh Mohamed bin Zayed Al Nahyan with the Children

• As for not creating distance with people, the late Sheikh Zayed, may God rest his soul, never placed physical or symbolic barriers.[259] This approach has been adopted by Sheikh Mohamed bin Zayed, may God preserve him, especially in open gatherings and traditional majlis settings.

[259] Mohammed Al-Fahim, From Rags to Riches: A Story of Abu Dhabi (London Centre of Arab Studies 1995), p43.

The image shows His Highness Sheikh Mohamed bin Zayed, Sheikh Khaled bin Zayed, and several members of the ruling family having iftar at Sheikh Zayed Grand Mosque with the general public.

His Highness Sheikh Mohamed bin Zayed Al Nahyan listening to the requests of a woman of determination.

His Highness Sheikh Mohamed bin Zayed Al Nahyan kissing the hand of a woman of determination.

The visit of Sheikh Mohamed bin Zayed Al Nahyan to the home of the young girl who was unable to shake his hand at a previous event.[260]

Sheikh Khaled continues this today through his field visits and his presence among the people, where he listens and speaks sincerely and unfiltered, a genuine expression of leadership that stands with its people, not above them.

[260] During the official reception of Crown Prince Mohammed bin Salman in Abu Dhabi, an Emirati girl named Aisha Al Mazrouei tried to greet Sheikh Mohamed bin Zayed, but he did not notice her. After seeing the video clips, Sheikh Mohamed personally went to visit her at their home.
Watch the video that shows the girl's determined attempt to shake his hand — she even changed her position to stand on the side where His Highness would pass to greet the children:
https://youtu.be/CM6gV1JPevg

Sheikh Khaled, Crown Prince of Abu Dhabi, with the people

4.2.1. The Political and Leadership Lesson

This resemblance among the three generations is not a superficial repetition, but rather a deep transmission of leadership values through body language and social behavior. It offers political science students a rare opportunity to study how a leader's symbolism is built through daily details, not just through speeches.

While the world changes and rigid or isolated leadership styles prevail, the Emirati model proves that prestige can be built through kindness, and authority can be exercised from among the people, not from an ivory tower. This is the Zayedian lesson, clearly embodied by His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan.

4.2.2. The Leader Who Listens to Groans Before Applause: A Manifestation of Authentic Leadership

Sheikh Khaled's personality highlights a unique ability to listen to the needs of society before celebrating achievements—reflecting a strategic mindset that begins from the grassroots, not from the towers of authority.

In a world where voices multiply and chants grow louder, the true leader is the one who listens not only to what is said publicly but also to what is whispered in pain, behind the scenes, in the hearts of the needy and marginalized.[261] The true moral value of a leader is not measured by the number of applauding people around him, but by his ability to catch the groan before the applause, to ask before the praise, and to respond before the compliment.

This philosophy is clearly reflected in the behavior of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, who never sought media spotlight, but rather prioritized

[261] Joanne B Ciulla, Ethics, the Heart of Leadership (3rd edn, Praeger 2014), p133.

closeness to people, deep listening to their suffering, and a silent responsible presence in the field. His community visits were not to confirm his presence but were dedicated to listening and sensing the unspoken.
This deeply rooted humanitarian tendency brings us back to the moral essence of leadership established by Sheikh Zayed, cemented by Sheikh Mohamed bin Zayed, and now revived in the third generation not by repeating form, but through the living substance of compassionate leadership.

New leaders must realize that the legitimacy of leadership is not built in circles of praise but in a moment of silence where one listens to a poor man's pain, or in an unphotographed act of helping the oppressed. There, true symbolism is built, and there, the leader is born.
At the end of this chapter, it becomes clear that leadership in the Emirati context is not a formal transfer of power from generation to generation but a precise moral and ethical inheritance. It is evident in small details that carry great meaning. The rooted smile, equal handshake, humble sitting, closeness to children, and calm approach to people are not merely spontaneous traits but tangible translations of a deep-rooted leadership philosophy planted by Sheikh Zayed, nurtured by Sheikh Mohamed, and now embodied by Sheikh Khaled bin Mohamed bin Zayed with a contemporary spirit and steady performance.

Perhaps the sincerest summary of this legacy is that a true leader is not measured by what is said about him, but by what is listened to in silence. The leader who hears the pain of the needy before the applause of the crowds is the one whose heart leads before his hand, and whose conscience guides before his decision. Thus, Emirati leadership appears not only as a governance system but also as a school in humanity—approaching people’s pain before their applause.

In a time filled with images and scarce in actions, His Highness Sheikh Khaled bin Mohamed bin Zayed presents an exceptional model of a leader who doesn’t need affectation to reach people, nor slogans to be loved. It is enough for him to sit among them, listen to them, and resemble them.
Here, the profound meaning of hereditary leadership in the UAE is born: leadership that does not impose its presence but inspires it.

In an era of mounting challenges and growing gaps between rulers and the ruled in many parts of the world, the Emirati model led by young figures like Sheikh Khaled bin Mohamed bin Zayed affirms that leadership is not a throne to be ascended, but a message to be delivered and a responsibility to be embraced.

Being close to the people is not just a media appearance or a formal protocol act, but a strategic choice driven by the awareness that the power of the state is not only built by projects and infrastructure, but by mutual trust, open dialogue, and sincere listening to the citizens’ concerns and needs.
Leadership close to the people generates true loyalty, stimulates community participation, and

lays the foundation for a stable developmental environment where the state becomes a living entity—not just an administrative institution.[262]

The experience of Sheikh Khaled, combining technical leadership with a human touch, opens the door to a broader reflection on what it means for a leader to be present among his people, immersed in their lives, and committed to building their future—not from an ivory tower, but from the trenches of joint action.
Here, leadership close to the people becomes a strategic essence, not a fleeting emotion, and a cornerstone of nation-building, stability, and creating a lasting impact on the hearts of nations.

4.3.From Vision to Change: Sheikh Khaled bin Mohamed bin Zayed's Experience in Educational Reform According to the Transformational Leadership Model

Sheikh Khaled bin Mohamed bin Zayed Al Nahyan's reforms in education reflect his ability to transform vision into a national project that places the individual at the heart of the development process. This approach represents a practical application of the philosophy of **transformational leadership**, which inspires minds and drives institutional structures toward renewal and progress.
His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan plays an advanced and influential role in supporting and developing education in the Emirate of Abu Dhabi. This role is evident in his far-reaching vision that places the human being first and considers investment in education a fundamental pillar for building a sustainable and globally competitive future.
In every step taken by His Highness Sheikh Khaled bin Mohamed bin Zayed in the field of education, the model of a transformational leader is embodied—one who not only reforms the system, but also shapes the human being who will shape the system. Thus, the theory transforms from concepts in books into a living reality in schools, universities, and the minds being built today to lead tomorrow.
His Highness Sheikh Khaled bin Mohamed bin Zayed is not merely viewed as a supporter of education, but as the architect of a modern educational vision in Abu Dhabi that is based on:

Empowerment
Sustainability
Innovation
Equity in educational opportunities

In doing so, he solidifies the legacy of the late Sheikh Zayed bin Sultan Al Nahyan in investing in people, and leads a new phase toward an education that is more in line with the times and more connected to the future of the state.[263] Just as the late Sheikh Zayed bin Sultan Al Nahyan believed that investment in education forms the cornerstone of nation-building and advancement,

[262] Edgar H Schein and Peter A Schein, Humble Leadership: The Power of Relationships, Openness, and Trust (Berrett-Koehler Publishers 2018), p49; Yu-Hua Li and Peter J Daly (eds), The Relational Leader: Catalyzing Social Networks for Educational Change (Bloomsbury Publishing 2023), p163.
[263] Emirates Center for Strategic Studies and Research, Sheikh Zayed: Life and Times (ECSSR 2000)

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan continues this wise path through his ongoing support of educational initiatives and youth empowerment, stemming from a firm belief that education is the main pillar of any real renaissance.
His Highness gives special attention to developing and qualifying national competencies to be at the forefront of future leadership. In this context, His Highness works to enhance cooperation and build strategic partnerships with various countries around the world in the educational field. These efforts have had a profound impact in reinforcing the position of the United Arab Emirates on the international stage as a leading country in supporting knowledge and investing in people.[264]

Driven by his deep belief that education is the cornerstone of national development, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is keen to support high-quality educational initiatives aimed at building and preparing the Emirati individual for the future. This vision has been embodied in his support for pioneering strategic projects, most notably his continuous support for the Mohamed bin Zayed University of Artificial Intelligence, which was established with the support and guidance of the wise leadership of the UAE to promote education and scientific research in the field of artificial intelligence in 2019. It is located in Masdar City in the Emirate of Abu Dhabi and was named in honor of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the United Arab Emirates.
It is the first of its kind in the world in this field and is considered one of the most prominent pioneering educational initiatives supported by the leadership, with His Highness Sheikh Khaled bin Mohamed bin Zayed being one of its main supporters.
The university aims to develop the capabilities of youth in future-oriented disciplines and to prepare a generation of scientists and researchers in the fields of artificial intelligence.[265]
This further confirms His Highness's role in supporting education and technology. In June 2024, His Highness attended the graduation ceremony of the 2024 class of the Mohamed bin Zayed University of Artificial Intelligence.

[264] *Al Khaleej, Khaled bin Mohamed: The leadership is keen to keep pace with the requirements of the future, (6 June 2024, Abu Dhabi). See: https://www.alkhaleej.ae/2024-06-06*
[265] *Sky News Arabia, UAE establishes the world's first university for artificial intelligence, Sky News Arabia (16 October 2019, Abu Dhabi). See: https://www.for9a.com/organizations/*

His Highness also plays a pivotal role in the expansion and guidance of the "Ajyal Schools" Program, which represents a significant milestone highlighting his support for the development of public education in the Emirate of Abu Dhabi.
The Ajyal Schools Program is an initiative launched by the Emirates Schools Establishment in 2022, aimed at integrating the national curriculum with international curricula to provide a comprehensive education for Emirati students from kindergarten to grade 12.
It is a hybrid educational model combining the national curriculum (particularly Arabic language, social studies, and Islamic education) with international curricula (particularly in mathematics, science, and English).
Among the key objectives of the program are: enhancing the quality of education and providing innovative learning alternatives; strengthening students' skills and linking education to the needs of the future labor market; and attracting international education operators to improve school performance.
His Highness Sheikh Khaled bin Mohamed bin Zayed approved the expansion of the project by adding 9 new schools in 2022, in addition to the 22 existing schools, to provide more than 12,000 additional seats. [266]This reflects His Highness's commitment to developing the school education system through international partnerships that preserve national identity while aligning with global standards.

In addition to this, there is the "Khotwa" (Step) Program, launched by the Department of Education and Knowledge in Abu Dhabi under the directives of His Highness. The program aims to provide outstanding educational opportunities for Emirati students.[267]
His Highness is the one who gave direct instructions for the launch of the program, which clearly reflects his empowering vision in supporting equal educational opportunities and promoting

[266] Al Khaleej, Khaled bin Mohamed bin Zayed Approves Expansion of the Educational Partnerships Schools Project in Abu Dhabi, Al Khaleej, (27 July 2022, Abu Dhabi) Available at: https://www.alkhaleej.ae/2022-07-27 [Accessed 20 April 2025].
[267] Abu Dhabi Media Office, Under the Directives of Khaled bin Mohamed bin Zayed, ADEK Launches Khotwa (Rize Up) Scholarship Programmer, Abu Dhabi Media Office, (22 September 2022, Abu Dhabi) Available at: https://www.mediaoffice.abudhabi/ar/government-affairs/under-the-directives-of-khaled-bin-mohamed-bin-zayed-adek-launches-khotwa-rizeup-scholarship-programme/ [Accessed 20 April 2025].

educational justice.
The program aims to send Emirati high school graduates to the United States and Canada to study in community colleges, providing a flexible path for students to gain high-quality international education in a gradual manner, before transitioning to universities to complete their bachelor's degrees.
It also enables students to develop their academic and life skills in a diverse learning environment. The program's importance lies in its support for low-income students, as well as its qualification of Emirati students who do not meet the direct admission requirements of major international universities, and for those who seek intensive academic and guidance support before transitioning to full university studies.
It represents a practical model of His Highness Sheikh Khaled's vision of turning educational challenges into opportunities, by opening new, non-traditional pathways that enable youth to access global education and return with expertise that supports national development.

In the context of empowering national talents, especially in programming programs, His Highness contributes through his continuous support and active participation in the events and initiatives launched in the Emirate of Abu Dhabi, among which is the "Emirati Programmer" Program.
The "Emirati Programmer" initiative is part of national efforts to enhance programming skills among youth, and by 2019, around 1,490 Emirati programmers had benefited from it.
The initiative was launched by the "Nation Fund", a community initiative established by a group of Emirati businessmen to support emerging national talents in advanced sciences and programming.[268]
It aims to teach Emirati children aged 7 to 14 the basics of programming in an innovative and interactive way, with the goal of teaching 10,000 children the basics of programming by 2030, and enrolling 3,000 of them in advanced programming programs.[269]

In addition, there are projects aimed at developing vocational and technical education in alignment with the needs of the digital economy and enhancing youth readiness for the labor market.
The initiatives include training in vital sectors such as technology, cybersecurity, and the environment.
In 2021, His Highness inaugurated the innovative programming school "42 Abu Dhabi," which is the first of its kind in the GCC region within the global 42 Network.

[268]Emirates News Agency, WAM: "Sandooq Al Watan" launches the "Emirati Programmer" initiative to promote digital knowledge. Emirates News Agency, WAM (12 December, 2017, Abu Dhabi). See: https://www.wam.ae/ar/details/1395302653708
[269] Al Khaleej Newspaper: "Sandooq Al Watan" launches the fifth edition of the "Emirati Programmer" initiative. Al Khaleej, (4 April, 2022, Abu Dhabi). See: https://www.alkhaleej.ae/2022-04-0

The school aims to develop the programming skills of Emirati youth and strengthen their capabilities in the technical field.[270]

In March 2023, His Highness Sheikh Khaled bin Mohamed bin Zayed attended part of the events of the 14th edition of the Emirates Skills National Competition. During this event, His Highness met with Emirati students participating in the "Future Programmer" Challenge, which attracted 100 Emirati programmers from grades six through twelve.[271]

In addition, under the leadership of His Highness, Abu Dhabi has witnessed an expansion in academic cooperation with prestigious universities such as New York University Abu Dhabi (NYUAD) and Sorbonne University Abu Dhabi, enhancing the exchange of knowledge and

[270]Abu Dhabi Media Office, Khaled bin Mohamed bin Zayed inaugurates innovative new coding school. Abu Dhabi Media Office, (10 October, 2021, Abu Dhabi).
See: https://www.mediaoffice.abudhabi/ar/technology/khaled-bin-mohamed-bin-zayed-inaugurates-innovative-new-coding-school-42-abudhabi/

[271] Abu Dhabi Media Office: Khaled bin Mohamed bin Zayed attends the 14th edition of the EmiratesSkills National Competition.
Abu Dhabi Media Office, (14 March 2023, Abu Dhabi).
See: https://www.mediaoffice.abudhabi/ar/technology/khaled-bin-mohamed-bin-zayed-visits-14th-emiratesskills-national-competition/?utm_source=chatgpt.com

expertise and supporting the UAE's position as an international educational hub.
Within a comprehensive vision to advance education, His Highness participated in leading the efforts of the Abu Dhabi Education Strategy 2030 and oversaw the implementation of the education pillars within the "Ghadan 21" program, which focuses on human capital development as a development priority. One of its main pillars includes developing the education system.
His Highness Sheikh Khaled played a leading role in supervising the implementation of the program, which focuses on investing in people through education and training.

In terms of supporting scientific research and innovation, His Highness is keen on empowering national universities and research centers such as Khalifa University and UAE University by funding scientific projects in the fields of artificial intelligence, renewable energy, and advanced technology.
He has also worked to strengthen international academic partnerships with prestigious educational institutions such as New York University Abu Dhabi and Sorbonne University, as part of his efforts to establish the UAE's status as a global center for education and knowledge.

His Highness's attention also extends to the development of early-stage education, as he supports the efforts of the Abu Dhabi Department of Education and Knowledge (ADEK).[272]
He supervised the launch of early childhood education development projects in cooperation with ADEK, to ensure the establishment of a strong learning environment from the early stages, in order to advance the early childhood education system.

He also encourages academic excellence through his sponsorship of initiatives such as the World Robot Olympiad and the Khalifa Award for Education, which reflect his commitment to motivating students and teachers toward academic and scientific excellence.[273]

Through these integrated efforts, His Highness Sheikh Khaled bin Mohamed bin Zayed affirms the role of education as a driver of comprehensive development and places youth empowerment at the forefront of national priorities, in affirmation of the legacy of the late Sheikh Zayed bin Sultan Al Nahyan in investing in people as the nation's greatest wealth.

Analysis of His Highness Sheikh Khaled's Experience in Education

[272] Abu Dhabi Media Office, Under the directives of His Highness Sheikh Khaled bin Mohamed bin Zayed, the Department of Education and Knowledge (ADEK) continues to advance early childhood education through various strategic initiatives. (Abu Dhabi Media Office, 2022) Available at: https://www.mediaoffice.abudhabi
[273] Abu Dhabi Media Office: Under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed, Abu Dhabi has launched key initiatives focused on early childhood education in collaboration with the Department of Education and Knowledge (ADEK), aiming to create a strong foundation for future learning. His Highness also supports academic excellence through sponsorship of initiatives such as the World Robot Olympiad and the Khalifa Award for Education. (Abu Dhabi Media Office, 2023) Available at https://www.mediaoffice.abudhabi

Sheikh Khaled's experience in the education sector offers a living example of the application of transformational leadership concepts, where initiatives focus on reshaping the educational system to serve national development and foster creativity and excellence, by building a flexible, knowledge-driven environment oriented toward the future.

When we analyze the experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan in supporting and developing the education sector, we are presented with a living model of what Bernard Bass described in his transformational theory: not a leader who merely manages the system, but one who breathes life into it and leads it beyond expectations.[274]

Inspirational Motivation:
In the vision of His Highness Sheikh Khaled, education is not presented as a traditional administrative sector, but as a platform for shaping the future Emirati individual.
When he sponsors programs like "Ajyal Schools," "Khotwa," and the Mohamed bin Zayed University for Artificial Intelligence, he is not merely offering educational opportunities, but instilling hope and redefining the meaning of empowerment in the minds of youth. This is the essence of inspirational motivation that enables individuals to go beyond their immediate interests and believe in a greater mission.[275]

Idealized Influence:
His Highness Sheikh Khaled has not only been present in planning and funding, but also in representation and role modeling.
His presence at graduation ceremonies, his meetings with young programmers, and his direct support for low-income students reflect the image of a leader who walks with the people, not above them, offering a model to follow in humility and responsibility.
This ethical influence is one of the pillars of transformational leadership, where the leader becomes a source of inspiration and trust—not just orders and instructions.
"The transformational leader inspires loyalty through values, not through titles."[276]

Individualized Consideration:
The "Khotwa" program is a clear example of this trait. His Highness did not view

[274] "Sheikh Khaled bin Mohamed bin Zayed has overseen the implementation of innovative early childhood development programs in collaboration with ADEK, while also actively promoting academic excellence through support for competitions and awards that encourage creativity and achievement among students and educators." See: Abu Dhabi Media Office, 'Sheikh Khaled bin Mohamed bin Zayed oversees early childhood education development and supports academic excellence initiatives' (Abu Dhabi Media Office, 2023) https://www.mediaoffice.abudhabi accessed 16 April 2025
[275] A transformational leader inspires others with a vision that goes beyond what is possible, and makes them believe they can achieve it. See: Bass, Optic, p. 55.
[276] Bernard M Bass and Ronald E Riggio, Transformational Leadership (2nd edn, Lawrence Erlbaum Associates 2006) 5.

students as a uniform group, but understood their different needs, capabilities, and backgrounds, and opened for them flexible educational pathways in international community colleges.
This is the core of individualized consideration: for the leader to see the person behind the number, the ability behind the challenge, and to provide each individual with a path for growth.
"The transformational leader treats each individual as a unique case worthy of empowerment and care."[277]

Intellectual Stimulation:
When His Highness supports the Mohamed bin Zayed University for Artificial Intelligence, the "42 Abu Dhabi" school, and supervises programming and advanced technology programs, he is not just enhancing skills, but nurturing a generation that is critical, innovative, challenges the status quo, and reinvents the future.
This intellectual stimulation is what makes education a true tool for change, not just an academic qualification.

4.4. Youth Empowerment in Sheikh Khaled's Vision: From Education to Leadership and Impact

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan pays great attention to youth empowerment and enhancing their role in society. His Highness believes in their role and competence and encourages showcasing their abilities not only on the local level but also globally. He sees them as the foundation upon which the country relies and the driving force behind the UAE's progress. One of his famous quotes on the role and importance of youth in society is: "The role of youth is central and pivotal in the development journey."[278]

Under his leadership, many initiatives and programs have been launched to support youth across various fields. One of his most notable achievements in this area is the launch of the "Youth for Sustainability" platform, aimed at empowering youth and enhancing their participation in sustainability issues.[279]
Also, under the directives of the wise leadership that believes youth are the future, youth councils affiliated with the Federal Youth Authority in the United Arab Emirates were established to support its path as a pioneer in government innovation and to lead the way toward global challenges. Among them is the Abu Dhabi Youth Council, which serves as a platform to highlight

[277] Ibid, 7.
[278] Emirates News Agency, WAM: Khaled bin Mohamed bin Zayed visits the Abu Dhabi Youth Hub. Emirates News Agency, WAM, (23 October, 2019, Abu Dhabi). See: https://www.wam.ae/ar/details/1395302797021?utm_source=chatgpt.com
[279] Al Ittihad: Khaled bin Mohamed bin Zayed: The UAE continues to enhance the role of youth and empower them. Al Ittihad, (15 January 2020, Abu Dhabi). See: https://www.aletihad.ae/article/2584/2020

and support the ideas and creativity of Emirati youth.
There has been continuous follow-up by His Highness on the achievements of the Abu Dhabi Youth Council, including reviewing those achievements during the fifth cycle of the Council (2021–2023) and urging members to continue supporting youth empowerment initiatives.[280]

His Highness also affirmed his support for any effort aimed at highlighting the role of Emirati youth in nation-building, whether locally or internationally. This includes his affirmation of support for the Abu Dhabi Youth Hub during a visit he made to the center to follow up on the work of institutions that support youth.[281]

Youth empowerment is one of the fundamental pillars of the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan for sustainable development. His Highness believes that youth are not merely beneficiaries of development, but true partners in creating it. Therefore, their empowerment comes at the top of the government's agenda, as he clearly expressed in his statements.
This vision is embodied in a set of strategic policies and initiatives targeting the scientific, professional, and technical development of Emirati youth, ensuring the preparation of a leadership generation capable of keeping pace with global changes and actively participating in building the knowledge economy.

The concept of youth empowerment in the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan does not stop at formal education but goes beyond to build a pioneering generation equipped with the tools of leadership, innovation, and influence in the present and shaping the future.
Through his supervision of entrepreneurship, community development initiatives, and investment in the new economy, His Highness redefines the relationship between youth and national advancement.

As part of his commitment to preparing youth for leadership in both the public and private sectors, His Highness launched a series of initiatives targeting youth project support, such as:

Youth entrepreneurship support programs through the Khalifa Fund for Enterprise Development

Leadership skill development by involving youth in advisory councils and decision-making in government institutions

[280] Abu Dhabi Media Office: Khaled bin Mohamed bin Zayed reviews the achievements of the Abu Dhabi Youth Council during its fifth cycle (2021–2023). Abu Dhabi Media Office, (22 March 2023, Abu Dhabi). See:
https://www.mediaoffice.abudhabi/ar/community/khaled-bin-mohamed-bin-zayed
[281] Ibid.

Directing government investments to expand youth opportunities in future sectors such as renewable energy, artificial intelligence, and the digital economy

His Highness is also keen to instill a culture of national participation among youth by involving them in major events that enhance identity and belonging, such as organizing youth forums, national councils, and volunteer activities, in addition to supporting them in international forums to represent the country effectively.

This vision highlights that youth empowerment, in the view of His Highness, is not limited to providing opportunities, but includes creating a stimulating environment that nurtures ambition, grants trust, and prevents marginalization, within a leadership model that bets on youth not as tools of implementation, but as makers of the future.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, gives great importance to the development and empowerment of national competencies by launching and supporting initiatives and programs aimed at qualifying citizens and providing them with the skills needed to compete in the labor market.

One notable example of his efforts in this field is:

The official opening of the “Mawahib” (Talents) Center to support national competencies: in August 2023, after the success of the pilot phase, which included 680 training sessions and workshops, benefiting 7,450 citizens and resulting in the employment of 1,650 participants in vital sectors.
The center aims to develop the skills of the national workforce and meet the labor market needs of the emirate in 2023.[282]

[282] Al Ittihad: Khaled bin Mohamed bin Zayed officially inaugurates the "Mawahib" Center to support national talents. Al Ittihad, (22 August 2023, Abu Dhabi).See: https://www.aletihad.ae/news

4.4.1. Strategic Initiatives for Youth Empowerment

Emirates Skills National Competition:

In April 2024, His Highness attended part of the events of the 15th edition of the Emirates Skills National Competition, organized by the Abu Dhabi Center for Technical and Vocational Education and Training.
The competition targets Emirati youth aged between 16 and 21 years, and aims to promote technical and vocational education, and develop their skills in various engineering and technological fields in preparation for international competitions.[283]

[283] Al Khaleej, Khaled bin Mohamed bin Zayed: Empowering National Talent Contributes to Driving Growth and Prosperity in the UAE, Al Khaleej, (24 April 2024, Abu Dhabi)
Available at: https://www.alkhaleej.ae/2024-04-24 [Accessed 20 April 2025].

Cooperation Agreement between ADNOC and Mubadala Investment Company:

In July 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed witnessed the signing of a strategic cooperation agreement between the ADNOC Group and Mubadala Investment Company, with the aim of developing the capabilities and skills of national talents and preparing them to become leaders who contribute to advancing the path of sustainable development in the United Arab Emirates.
The agreement includes the implementation of advanced specialized training programs and the exchange of expertise to support and develop the skills of Emirati citizens.[284]

[284] Al Ittihad, Khaled bin Mohamed bin Zayed: Preparing and Empowering National Leadership Talents in Strategic Sectors, Al Ittihad, (16 July 2024, Abu Dhabi) Available at: https://www.aletihad.ae/news [Accessed 20 April 2025].

اتفاقية تعاون استراتيجي بين "أدنوك" و"مبادلة للاستثمار"
لإعداد كوادر وطنية تدعم النمو الاقتصادي المستدام
STRATEGIC PARTNERSHIP BETWEEN ADNOC AND MUBADALA TO ENABLE
ATIONAL TALENT IN SUPPORT OF THE UAE'S SUSTAINABLE ECONOMIC DEVELOPM
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4.4.2. Pillars of Youth Empowerment

4.4.2.1. Enhancing the Role of Youth in Sustainability

In January 2025, His Highness visited the “Youth for Sustainability” Center Pavilion during the events of "Abu Dhabi Sustainability Week 2025." During the visit, His Highness emphasized the importance of enhancing the role of youth in reinforcing sustainable practices and developing innovative climate solutions based on knowledge, research, and innovation, with a focus on employing artificial intelligence technologies. He also stressed the need to develop advanced skills in the fields of science, technology, engineering, and mathematics in order to empower youth to make a tangible positive impact on the environmental landscape and the energy sector at both local and global levels.[285]

[285] Abu Dhabi Media Office, Khaled bin Mohamed bin Zayed Visits “Youth for Sustainability” Pavilion at Abu Dhabi Sustainability Week 2025, Abu Dhabi Media Office, (15 January 2025, Abu Dhabi) Available at: https://www.mediaoffice.abudhabi/ar/crown-prince-news/khaled-bin-mohamed-bin-zayed-visits-youth-4-sustainability-hub-at-abu-dhabi-sustainability-week-2025/?utm_source=chatgpt.com [Accessed 20 April 2025].

4.4.2.2. Supporting Entrepreneurship and Youth Initiatives

His Highness Sheikh Khaled bin Mohamed bin Zayed is keen to support youth-led projects and initiatives, including the following:

a. Community Centers:

In February 2025, His Highness gave directives to expand the establishment of community centers that meet the needs and aspirations of young people and contribute to the development of their abilities and skills. This, in turn, enhances their active participation in advancing a knowledge- and innovation-based economy.[286]

b. Sustainability Forums:

Under His Highness's patronage, the "Youth for Sustainability" platform hosted a program filled with activities and events targeting youth, as part of the COP28 conference. The program focused on reinforcing the role of youth in sustainable development efforts and climate change mitigation, providing future sustainability leaders with a platform to share their ideas and opinions.

4.4.2.3. Promoting Community Participation and Youth Representation

His Highness believes in the importance of involving youth in decision-making and activating their role in society. This is manifested through:

a. Youth Councils:

In March 2023, His Highness met with members of the Abu Dhabi Youth Council and reviewed their achievements during the fifth cycle (2021–2023). His Highness congratulated the members

[286] Al Khaleej, Khaled bin Mohamed Directs Expansion of Community Centers, Al Khaleej, (23 March 2025, Abu Dhabi) Available at: https://www.alkhaleej.ae/2025-02-22 [Accessed 20 April 2025].

on their outstanding efforts in serving youth initiatives and encouraged them to continue supporting youth empowerment programs and to utilize the expertise they have acquired to enrich public life and contribute to supporting the potential of young people in realizing their aspirations and ambitions, both now and in the future.[287]

b. Dialogue Sessions:

His Highness attended dialogue sessions titled "Our Ambition... Competing with the Nations of the World" on the sidelines of the UAE Government Annual Meetings 2024, where he emphasized the importance of expanding national programs and initiatives that contribute to qualifying national talents to compete in various fields.[288]

[287] Emirates News Agency (WAM), Khaled bin Mohamed bin Zayed Reviews the Achievements of the Abu Dhabi Youth Council During Its Fifth Cycle (2021–2023), Emirates News Agency – WAM, (23 March 2023, Abu Dhabi)
Available at: https://www.wam.ae/ar/details/1395303141639?utm_source=chatgpt.com [Accessed 20 April 2025].

[288] Emirates News Agency – WAM: Khaled bin Mohamed bin Zayed attends a session titled "Our Ambition... Competing Globally with Our People." Emirates News Agency – WAM, (6 November 2024). See: https://www.wam.ae/article/b625cqf

These initiatives and activities highlight the commitment of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan to empowering Emirati youth in various fields and providing them with a supportive environment to become future leaders and active contributors to achieving the country's sustainable development.

4.4.2.4. Developing Community Centers to Enhance Youth Participation

In February 2025, His Highness Sheikh Khaled bin Mohamed bin Zayed visited the "Nabd Al Falah" Community Center in Abu Dhabi and was briefed on the projects and initiatives offered by the center to enhance social cohesion and youth participation.
The center offers more than 145 programs in cooperation with 38 entities, covering various fields including:

. **Social and recreational programs:** Aimed at strengthening communication and building relationships among community members.
. **Health and sports:** Encouraging youth to adopt healthy lifestyles and practice sports.
. **Educational programs and skills development:** Providing youth with the knowledge and skills required for the labor market.
. **Social empowerment programs:** Enhancing youth roles in community initiatives and volunteer work.
. **Cultural programs and national identity enhancement:** Instilling cultural and national values in youth.[289]

[289] Emirates News Agency – WAM: Khaled bin Mohamed bin Zayed visits the "Nabd Al Falah" community center and directs the expansion of comprehensive community centers across the emirate. Emirates News Agency – WAM, (22 February 2025, Abu Dhabi). See: https://www.wam.ae/ar/article/bibwzhs

These initiatives aim to provide a comprehensive environment that supports the aspirations of youth and contributes to the development of their skills and capabilities.

4.4.2.5. Approval of the "Support Program for the Growth of the Emirati Family"

In July 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed approved the "Support Program for the Growth of the Emirati Family," which includes six main initiatives aimed at encouraging citizens to marry and have children, increasing family size, enhancing social cohesion, strengthening the role of fathers in upbringing, and providing support to families to ensure the upbringing of an aware and contributing generation.

It is worth mentioning that the Department of Community Development in Abu Dhabi oversees the implementation of this program in cooperation with various government entities, with the aim of enhancing family stability and providing a supportive environment for youth growth.[290]

4.4.3. Analysis in Light of Transformational Leadership

[290] Emarat Al Youm: Khaled bin Mohamed approves the “Emirati Family Growth Support Program.” Emarat Al Youm, (9 July 2024, Abu Dhabi). **See:** https://www.emaratalyoum.com/local-section/other/2024-07-09-1.1866876?utm_source=chatgpt.com

These effective policies reflect how youth can be transformed into partners in shaping the future by equipping them with the tools, trust, and responsibility they need.

Inspirational Motivation

The transformational leader does not offer promises but provides an ambitious vision that transcends reality and stirs hope in souls.[291]

His Highness Sheikh Khaled presents youth empowerment as a long-term national project, not as seasonal policies.

Applications from His Achievements:

His presence in the dialogue sessions titled *"Our Ambition... Competing with the Nations of the World"* not only gives moral support but also forms an inspiring mobilizing discourse that enhances collective ambition.

His encouragement of youth to engage in major fields such as sustainability, energy, and artificial intelligence is a practical translation of a vision that stimulates participation rather than passive reception.

This aligns with the essence of transformational leadership as referenced by Bass: *"Transformational leadership turns a goal into a mission and a worker into a maker of the future."*[292]

Idealized Influence

The transformational leader exercises influence through personal ethics and example, and gives people confidence by being one of them

.**Applications from His Achievements:**

His actual participation in visiting youth councils and community centers and congratulating their members is not a political courtesy, but is valued as a symbolic act that enhances the culture of participation.

His interest in empowering youth in decision-making through youth councils reflects the behavior of a leader who shares influence and grants it, rather than monopolizing it.

This is in accordance with what Burns affirmed: *"The transformational leader not only ignites emotions but becomes a model to be followed."*.[293]

Intellectual Stimulation

The transformational leader does not demand obedience but calls for independent thinking and innovation, removing traditional mental constraints.

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[291] Bass, Bernard M., and Ronald E. Riggio, *Transformational Leadership* (2nd edn, Psychology Press 2006) p.109.

[292]Ibid, p88.

[293] James MacGregor Burns*, Leadership* (Harper & Row 1978) p76& James MacGregor Burns, *Transforming Leadership: A New Pursuit of Happiness* (Atlantic Books 2003)203.

Applications from His Achievements:

His Highness's support for youth in fields of technology, artificial intelligence, sustainability, and climate initiatives is direct encouragement for them to challenge the conventional.

Empowering youth to work in future sectors such as the digital economy transforms them from consumers of ideas into creators of solutions.

According to Bass: *"Intellectual stimulation is a call for positive rebellion."*[294]

Individualized Consideration

A transformational leader sees followers not as a homogeneous group, but as individuals with unique needs and challenges.

Applications from his achievements:

Programs supporting individual projects and the establishment of community centers that offer diverse programs (social, educational, health, cultural) demonstrate an understanding of the different needs of youth.

• The "Support for the Emirati Family" program not only supports the family but also establishes a cohesive social environment that enables youth psychologically and socially.

This always aligns with what Bass stated in his transformational theories: "Individualized consideration does not mean justice only, but care and inclusion."[295]

Through analyzing the initiatives of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, it is evident that he does not treat youth as a "category" targeted by programs, but as a main component in the equation of transformational renaissance.
He redefines the role of youth, not as fuel for development, but as its makers, granting them tools of influence, platforms, and confidence to be leaders of today, not just leaders of tomorrow.
What Sheikh Khaled offers is a practical model of transformational leadership in its modern version – Arab in roots, global in vision, and human in impact.

4.5.Transformational Empowerment of Women in the Vision of Sheikh Khaled bin Mohamed bin Zayed:

[294] Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.
[295] Bass, B. M., & Riggio, R. E., Transformational Leadership (2nd edn, Lawrence Erlbaum Associates 2006).p. 166.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Executive Council, shows a firm commitment to supporting and empowering Emirati women, strengthening their role in the state's sustainable development journey.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan believes that women are a fundamental partner in achieving the UAE Vision 2071 and works to empower them to ensure sustainable development and progress in all fields.

To ensure real empowerment of Emirati women, closely monitor what they lack, and encourage their comprehensive support, in February 2024, His Highness reviewed the National Policy for Empowering Women in the UAE 2023–2031, which aims to enhance women's comprehensive participation in all fields and improve the quality of life in society, ensuring their national leadership.[296]

In August of the same year 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed approved the launch of the "Medem" Family Preparation Center, as part of the "Medem" initiative announced by the Department of Community Development in Abu Dhabi.

The center aims to support the building of Emirati families and enhance family cohesion by educating and preparing youth about to marry and equipping them with the necessary social, health, psychological, and educational knowledge and skills for a stable marital and family life.[297]

The Medem Center will be a true guarantor of family life quality and a supporter of those family ties that form the core of society. If the family is sound, the society is sound.

This indicates the wisdom of the UAE leadership in starting with the smallest nucleus to build a noble generation rooted in authentic Emirati Arab customs and traditions.

This support and initiative also included wedding ceremonies and their organization, linking them to social customs so that youth do not drift behind habits alien to society.

One of the impressive ideas launched by His Highness, which our youth in the Arab world – not just the UAE – need, is the necessity of equipping those about to marry with all kinds of skills, knowledge, and training courses they need, especially educational, psychological, and social. That was to ensure the upbringing of a conscious generation and a cohesive family that values Emirati societal values and strengthens social bonds, thus supporting social development.[298]

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[296] Al Ittihad, Khaled bin Mohamed bin Zayed: Women are active partners in sustainable development plans.
Al Ittihad, (9 February 2024, Abu Dhabi). See: https://www.aletihad.ae/news/

[297] Emarat Al Youm, Khaled bin Mohamed bin Zayed approves the launch of the "Medyam Family Development Center." Emarat Al Youm, (1 August 2024, Abu Dhabi). See: https://www.emaratalyoum.com/local-section

[298] Ibid.

Many of our youth today do not choose a partner on proper foundations, nor do they build their family from the beginning on sound family principles that respect religion and society and establish the family in a way that guarantees cohesion.
His Highness's follow-up on such matters shows the love of UAE leaders for their people and that they follow the approach of our late father, Sheikh Zayed bin Sultan Al Nahyan – may God have mercy on him – who said the people are his children and the role of leaders is not only leadership but fatherhood.
His emphasis on the importance of the family is also reflected in his saying – may God have mercy on him – that "The family is the foundation of any developed society."

This is also the path followed by the esteemed leader, His Highness Sheikh Mohamed bin Zayed Al Nahyan – may God protect him – who affirmed that "The family is the foundation of a strong society" and that empowering the family and ensuring its cohesion is a necessity and the basis for a healthy and stable society.
He also gave special care to the Emirati family and placed it at the top of government plans and programs.[299]

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, also encourages policies that ensure the achievement of gender equality in the labor market, with a focus on empowering women in vital sectors such as education, health, technology, and energy.
His Highness supports initiatives that provide Emirati women with the opportunity to launch and manage their own projects, along with the provision of necessary resources and professional consultations.
He is also keen for women to be essential partners in the decision-making process across various fields, and His Highness Sheikh Khaled Al Nahyan supports the participation of women in senior leadership and administrative positions in both the public and private sectors.
His role in supporting women in education and innovation has not been absent. His Highness encouraged Emirati women to engage in technical and scientific fields through targeted training

[299] Al Khaleej: Mohamed bin Zayed – The Family is the Foundation of a Strong Society. Al Khaleej, (31 January 2024, Abu Dhabi). See: https://www.alkhaleej.ae/2024-01-31/

programs and educational courses.
He ensures the availability of educational support programs targeting Emirati girls, especially in the fields of science, technology, engineering, and mathematics.
His role was not limited to supporting women in family, leadership, education, and technology but also extended to women's physical and mental health to ensure their well-being.
His Highness launched several initiatives focusing on enhancing women's health, including specialized healthcare programs, awareness campaigns, and support centers that provide counseling services and awareness programs.
Below are the most prominent features of his efforts in this field:

4.5.1. The Symbolism of "Mother of the Nation" in the Philosophy of Women's Empowerment

Visit to the General Women's Union
Praise for the efforts of Her Highness Sheikha Fatima bint Mubarak

In February 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed visited the headquarters of the General Women's Union in Abu Dhabi, where he was briefed on the ongoing efforts made by the Union, under the patronage of Her Highness Sheikha Fatima bint Mubarak ("Mother of the Nation"), to support and empower Emirati women.
During the visit, His Highness praised the Union's achievements since its establishment in 1975, affirming that these successes were made possible thanks to the support of the wise leadership and the dedication of "Mother of the Nation" to enhancing the role of women in various social, political, cultural, and economic fields.[300]

4.5.2. Practical Fields of Women's Empowerment

Recognition of the Role of Women in the Energy Sector
In March 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed attended a Ramadan event organized by ADNOC for its employees and their families.
During the event, His Highness met with several mothers of the company's employees and praised the role of Emirati women in the nation's development journey, expressing his appreciation for their contributions in the oil and gas sector as engineers and employees,

[300] Abu Dhabi Media Office, Khaled bin Mohamed bin Zayed visits the headquarters of the General Women's Union in Abu Dhabi, Abu Dhabi Media Office, (8 February 2024, Abu Dhabi). See: https://www.mediaoffice.abudhabi/ar/crown-prince-news/khaled-bin-mohamed-bin-zayed-visits-general-womens-union-in-abu-dhabi/?utm_source=chatgpt.com

reflecting his commitment to supporting women's empowerment in fields that were traditionally male-dominated.[301]

Supporting Women-Oriented Health Initiatives

As part of his keenness to enhance women's health and empower them in the health sector, His Highness Sheikh Khaled bin Mohamed bin Zayed supported health initiatives targeting Emirati women, reflecting his commitment to providing comprehensive healthcare for women.

In line with the commitment of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Executive Council, to enhance women's health and provide them with specialized medical care, His Highness approved in January 2024 the establishment of an integrated medical city for women and children in Abu Dhabi.

This city aims to provide comprehensive and distinguished healthcare services for women and children and includes:[302]

• **Sheikh Khalifa Medical City:** A center of excellence in pediatric medicine offering specialized services in more than 29 specialties, including oncology, neurosurgery, and organ transplantation.

• **The new Corniche Hospital:** Specializing in women's health and newborns, with a capacity of 205 beds, 90 beds for children, and 15 maternity suites, expected to open in

[301] Al Khaleej, Khaled bin Mohamed bin Zayed praises the role of Emirati women in the nation's development journey, Al Khaleej, (12 March 2024, Abu Dhabi). See: https://www.alkhaleej.ae/2024-03-21

[302] Abu Dhabi Media Office: Khaled bin Mohamed bin Zayed approves the establishment of a specialized and integrated city for women and children's medicine in Abu Dhabi. Abu Dhabi Media Office, (11 January 2024, Abu Dhabi). See: https://www.mediaoffice.abudhabi/ar/health/khaled-bin-mohamed-bin-zayed

2027.

• **A rehabilitation hospital:** Provides rehabilitation services for children and is the first of its kind in the region.

• **A center specializing in mental health for women and children:** Offers integrated mental health care with a focus on the needs of women and children.

This initiative represents a qualitative step in strengthening the healthcare system in Abu Dhabi and affirms the wise leadership's commitment to providing high-quality healthcare services that meet the needs of the community.

- **Enhancing Women's Participation in National and International Events**

  His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Executive Council, places great importance on enhancing the participation of Emirati women in national and international events, in belief in their pivotal role in the state's sustainable development journey.

  His Highness is keen to involve Emirati women in national and international events, reflecting his confidence in their abilities and belief in their key role in representing the country on various levels.

  His Highness aims to empower them socially, believing in their role in building a cohesive and advanced society.

  This includes the launch of the Women's Social Empowerment Program and the Emirati Women's Empowerment Program, which aim to strengthen the role of women in various economic and social sectors, in addition to the Initiative to Support Women Entrepreneurs in Technology, which seeks to empower women in the digital and technological fields.

- **Supporting Women's Participation in the Sports Sector**

  His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Executive Council, shows a clear commitment to supporting and empowering Emirati women in various fields, including the sports sector.

  This support comes within the framework of His Highness's vision to enhance the role of women as key partners in the country's sustainable development.

  He did not forget their share in sports, encouraging Emirati women to participate in local and international sports activities, while providing the necessary infrastructure to develop female talent.

His Highness Sheikh Khaled bin Mohamed bin Zayed is keen on attending sports events and honoring female participants, reflecting his continuous support for women in the sports field. For example, His Highness witnessed part of the Jiu-Jitsu Championship competitions, emphasizing the importance of organizing such events to prepare future champions and attract outstanding athletic talents, including women.

The Fatima bint Mubarak Ladies Sports Academy, located in the Al Maqta area, Abu Dhabi, United Arab Emirates, is considered one of the pioneering institutions in promoting the role of women in sports. In celebration of Emirati Women's Day, the academy organized a public event at Yas Mall, in cooperation with the Abu Dhabi Sports Council and other entities, with the aim of celebrating the achievements of Emirati women in sports. The event was attended by prominent Emirati female sports stars, reflecting the continuous support for empowering women in the field of sports. [303]And although the Fatima bint Mubarak Women Sports Award is launched under the patronage of Her Highness Sheikha Fatima bint Mubarak, it continues to grow and materialize on the ground within a comprehensive leadership environment, in which His Highness Sheikh Khaled bin Mohamed bin Zayed plays an active role in empowering women in sports and public life, through his presence, his guidance, and his vision for women's representation across all paths of development.

His continuous presence in community and sports events, such as the Jiu-Jitsu Championships and ADNOC activities, sends a powerful symbolic political message: that the leadership, in all its branches, both men and women, firmly supports the empowerment of women without hesitation.

- **Strengthening the Role of Women in Parliamentary and Political Work**
  The United Arab Emirates is considered a pioneering model in empowering women across various fields, including political participation and parliamentary work. Thanks to the wise vision of the UAE's leadership, Emirati women have received significant support that enabled them to assume leadership positions in the Federal National Council and to actively participate in elections, reflecting the state's commitment to enhancing the role of women in political life.

4.5.3. Academic Analysis in Light of the Transformational Leadership Theory

These efforts highlight the integration of symbolic and executive dimensions, establishing women's empowerment as a strategic priority, not a complementary issue, in Sheikh Khaled's vision.
His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan adopts a comprehensive

[303] Al Khaleej: Fatima Bint Mubarak Academy celebrates women's sports. Al Khaleej, (30 August 2016, Abu Dhabi). See: https://www.alkhaleej.ae

transformational leadership vision toward Emirati women, one that stems from belief in their capabilities and does not stop at symbolic empowerment, but rather reaches actual qualification, societal impact, and active leadership participation.

Inspirational Motivation
His Highness Sheikh Khaled presents women's empowerment not as a response to pressures or political trends, but as part of a national development vision that relies on involving women as a central force in building the future.

Application:

His praise of the achievements of the General Women's Union and his repeated appreciation for the efforts of the "Mother of the Nation" reflects both symbolic and official adoption of a vision that believes women are not followers but partners in achievement.

His participation in women-focused sports and political events sends a powerful message: the future is built with two wings, and the woman is not a guest, but a creator.

These achievements are in line with what Bass stated:
"Transformational leaders inspire others with values that go beyond immediate goals toward a historical mission."[304]

Idealized Influence

In transformational leadership, role modeling and mutual respect are the cornerstone. What is remarkable about His Highness is that he does not speak about women's empowerment from a distance, but attends and participates, honors and praises, listens and values.
Application:
His direct meetings with ADNOC female employees and the mothers of workers, and his praise for female engineers in the oil sector, lend his initiatives symbolic and emotional credibility.
His support for women in traditionally "male-dominated" sectors such as energy, politics, and sports positions him as a role-model leader who challenges stagnant norms in favor of justice and competence.

These achievements align with Burns's thinking, the developer of transformational leadership theory, who emphasized:

[304] As Bass and Riggio explain, transformational leaders inspire others with values that transcend immediate goals toward a larger, historical mission. — *Bass, B. M., & Riggio, R. E., Transformational Leadership (2nd edn, Lawrence Erlbaum Associates 2006) 4–5.*

"The transformational leader treats each individual as a person of value, not as a number or social role."[305]

Intellectual Stimulation

The transformational leader not only opens the door but urges people to step through it into a new world of thought and creativity.

Application:

His Highness's support for the establishment of a specialized medical city for women's and children's health reflects an intellectual transformation in approaching women not only as citizens, but as an investment project in human capital.

His support for the Fatima bint Mubarak Academy reflects a belief that empowering women also means breaking stereotypes and empowering them in spaces that were not historically dedicated to them.

In doing so, he provides the intellectual stimulation that Bass described as:
"Encouraging followers to break patterns, not replicate them, and to redefine roles."[306]

Individualized Consideration

Transformational leadership requires a deep understanding of the differing needs of individuals and supporting them specifically, which is clearly demonstrated in His Highness's attention to delicate details that concern women as human beings, not just as symbols.

Application:

• The establishment of a new rehabilitation hospital for children and a mental health center for women and children is not merely infrastructure development, but an implicit message saying: "We see you, we care for your needs, and we listen to your pain with civil silence."

• This tender human dimension embodies a model of emotional transformational leadership that does not measure achievement by the number of jobs, but by quality of life.

"Individualized consideration is not measured by scale, but by depth."[307]

4.6.Humanitarian Work in the Vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

4.6.1. Humanitarian Work as a Leadership Value

[305] Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.

[306] Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates, p122.

[307] Bass, B. M., & Avolio, B. J. (1994). Improving organizational effectiveness through transformational leadership. Thousand Oaks, CA: Sage Publications, 99.

Humanitarian work in the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is a genuine extension of the humanitarian approach established by the late Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul, which is based on offering help to every human being regardless of race, religion, or geography. What distinguishes His Highness's approach, however, is the transformation of this ethical legacy into a strategic vision that focuses on the integration between humanitarian, social, and environmental work, in alignment with the concepts of sustainable development and away from the traditional concept based solely on emergency relief.

This vision aligns with what is affirmed in international humanitarian literature, particularly the definition by the United Nations and the Office for the Coordination of Humanitarian Affairs (OCHA), which describes humanitarian action as any activity or intervention aimed at saving lives, alleviating suffering, and protecting human dignity during crises or in the context of chronic poverty, whether in the short or long term. This includes emergency relief, support for the most vulnerable groups, provision of healthcare and education, and the preservation of environmental resources to ensure the rights of future generations.[308]
In this context, the initiatives of His Highness Sheikh Khaled bin Mohamed bin Zayed embody this expanded understanding of humanitarian work. His efforts locally include the establishment of an integrated medical city for women and children, the launch of the "Emirati Family Growth Support Program," in addition to his support for community centers with social, health, and educational functions.

On the international level, His Highness participated in the initiative to protect the endangered Malayan tiger through a UAE-Malaysian agreement that includes long-term financial support, reflecting his deep understanding of the relationship between environmental justice and humanitarian action. The agreement included financial support of USD 22 million over five years to enhance the capabilities of the Sultan Abdullah Royal Tiger Reserve and to provide a suitable environment for preserving the Malayan tiger and other endangered tigers in the Malaysian wilderness.[309]

[308] United Nations Office for the Coordination of Humanitarian Affairs (OCHA). (2012). What is humanitarian action? In OCHA on Message. New York: United Nations.
[309] Abu Dhabi Media Office: In the presence of Khaled bin Mohamed bin Zayed, the Regent of Pahang, Malaysia, and Theyab bin Mohamed bin Zayed, a UAE–Malaysia partnership is announced to protect endangered tigers in Malaysia. Abu Dhabi Media Office, (16 January 2025, Abu Dhabi). See: https://www.mediaoffice.abudhabi/ar/crown-prince-news

One of the most prominent manifestations of his institutional commitment is his active contribution to the "Zayed Humanitarian Legacy Foundation," established under Federal Decree No. (126) of 2024 to honor the humanitarian legacy of Sheikh Zayed. His Highness was appointed Vice Chairman of the Board of Trustees, reflecting the confidence in him and his central role in guiding institutional humanitarian work. The foundation operates in global health, education, economic empowerment, sustainable agriculture, environment and climate, as well as preserving Emirati heritage and promoting community service.[310]

The foundation plays a central role in unifying charitable and developmental efforts within a national and international strategic framework. It seeks to maximize impact, enhance efficiency, and ensure the financial sustainability of programs, in addition to promoting and instilling the culture of humanitarian work as a national value.[311]
In this context, His Highness Sheikh Khaled not only supports humanitarian efforts theoretically but plays a direct leadership role in designing and guiding them.

The Zayed Humanitarian Legacy Foundation is considered one of the institutional initiatives that translate the UAE's deep humanitarian orientation. The foundation operates under the patronage of His Highness the President of the State and is based on a comprehensive strategic vision that aims to unify and direct humanitarian, charitable, and development efforts in alignment with the country's local and international priorities.

[310] United Arab Emirates – National Media Office: The President of the UAE issues a federal decree establishing the "Zayed Humanitarian Legacy Foundation" to honor the humanitarian legacy of Sheikh Zayed. National Media Office, (27 October 2024, Abu Dhabi). See: https://www.nmo.gov.ae/ar/news
[311] Al Khaleej, Mohamed bin Zayed: Zayed's values are a motivation to multiply good deeds, Al Khaleej, (March 17, 2025, Abu Dhabi). See the website: https://www.alkhaleej.ae/2025-03-17

The foundation seeks to address the most impactful social and economic issues by managing and implementing humanitarian programs and projects that promote positive impact and sustainability.

The foundation also plays a central role in achieving integration between existing and future initiatives in the fields of humanitarian work, with a focus on improving performance efficiency, maximizing productivity, and ensuring the financial sustainability of projects. It also seeks to spread the culture of humanitarian work inside and outside the country and to instill it as a deeply rooted national value, in addition to highlighting the UAE's pioneering role and its leadership at regional and international forums as a model of generosity and global humanitarian solidarity.[312]
Thus, His Highness does not merely support these efforts theoretically, but plays a strategic and leadership role in guiding institutional humanitarian work.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council, shows a firm commitment to advancing humanitarian work, inspired by the approach of his grandfather, the founding father Sheikh Zayed bin Sultan Al Nahyan, may God rest his soul.
On Zayed Humanitarian Day, which is celebrated annually, His Highness affirmed that this day is a national occasion to honor the values of giving and goodness planted by Sheikh Zayed in the hearts of the nation's people, values whose generous hands extended goodness to all the peoples of the world.
His Highness added that the UAE, under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, continues to establish humanitarian work as a civilizational approach and a way of life passed down through generations, as giving has become an integral part of the UAE's development journey.[313]

Through this vision, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan continues to support humanitarian initiatives that help those in need and provide assistance to communities around the world, reflecting his commitment to the noble values laid down by the founding father.

On the occasion of Zayed Humanitarian Day, His Highness reaffirmed that this occasion constitutes a national milestone to celebrate the values of giving instilled by the founding father.

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[312] United Arab Emirates – National Media Office, The President of the UAE issues a federal decree establishing the "Zayed Humanitarian Legacy Foundation" in honor of the humanitarian legacy of Sheikh Zayed, National Media Office, (October 27, 2024, Abu Dhabi). See the website: https://www.nmo.gov.ae/ar/news

[313] Emarat Al Youm, Khaled bin Mohamed bin Zayed: Zayed Humanitarian Work Day is a national occasion to celebrate the founding father's legacy of giving and goodwill, Emarat Al Youm, (March 19, 2025, Abu Dhabi). See the website: https://www.emaratalyoum.com/local-section/other/2025-03-19-1.1929807?utm_source=chatgpt.com

He emphasized that humanitarian work has become an essential part of the UAE's developmental identity, thanks to the vision of the wise leadership, represented by His Highness Sheikh Mohamed bin Zayed Al Nahyan.

Thus, humanitarian work in the thought and practice of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan can be viewed as a contemporary model of humanitarianism intertwined with the concepts of sustainable development, focusing on empowerment, prevention, sustainability, and justice, concepts that now represent the core of humanitarian policies in global contemporary thought.

His participation in charitable community events, such as the Barzat Qasr Al Muqam in Al Ain, reflects his dedication to strengthening social cohesion and solidarity among the components of the Emirati society, enhancing the resilience of the national fabric and embedding the culture of giving as a way of life.[314]

Sheikh Khaled's humanitarian initiatives embody a moral dimension of his leadership character, one that is grounded in responding to human needs regardless of race, religion, or nationality. These efforts reflect a deeply rooted value system that believes the human being is the cornerstone of development.

4.6.2. Analysis in Light of the Pillars of Transformational Leadership

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan does not approach humanitarian work as a traditional charitable act, but as a strategic policy linked to sustainable development, justice, empowerment, and national identity.

Inspirational Motivation
In humanitarian work, the transformational leader does not merely provide aid but transforms giving into a civilizational message, inspiring society, the state, and future generations.[315]
Embodiment in Sheikh Khaled's Thought:

> **His affirmation that** "humanitarian work is part of the state's developmental identity" makes humanitarian work a national philosophy, not a seasonal occasion.
>
> **His speech on** "Zayed Humanitarian Work Day" represents an inspirational mobilizing address that reminds of great values and instills collective commitment to giving.

[314]Emirates News Agency – WAM, *Hazza bin Zayed receives Khaled bin Mohamed bin Zayed at the Barza of Al Maqam Palace in Al Ain*, Emirates News Agency – WAM, (February 20, 2025, Abu Dhabi). See the website: https://www.wam.ae/article/372z9bc4-
[315] James MacGregor Burns, *Leadership* (Harper & Row 1978), p142.

"Thus, Sheikh Khaled bin Mohamed Al Nahyan represents the transformational leader who not only gives people tools but grants them a shared faith and a higher mission."[316]

Idealized Influence

The transformational leader inspires others through personal example, humility, and honesty in positions.[317]

Sheikh Khaled's practices represent a living model of a leader who does not lead from behind, but from the front in humanitarian work.

Real-life Embodiment:

His position as Vice Chairman of the Board of Trustees of the "Zayed Humanitarian Legacy Foundation" is not just symbolic but reflects actual participation in guidance and planning.

His continuous presence in community and charitable events – such as "Barzat Qasr Al-Maqam" – reflects closeness to the people, not superiority over them, which in itself is a deep source of influence.

"Transformational leaders build their influence not on the authority of position, but on the trust of the people."[318]

Intellectual Stimulation

The transformational leader encourages rethinking values and concepts and leads change in how major issues are understood.[319]

His Highness Sheikh Khaled does not view humanitarian work as mere relief, but as a long-term developmental investment intersecting with environment, health, and cultural identity.

Applied Examples:

His participation in protecting the "Malayan tiger" merges environmental justice with human justice.

Integrating mental health for women and children within community work projects reflects awareness of the complexity of human needs, not reducing them to food and medicine.

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[316] Burns, James MacGregor. Leadership. New York: Harper & Row, 1978. ISBN: 9780060105884.

[317] Bernard M Bass and Ronald E Riggio, Transformational Leadership (2nd edn, Psychology Press 2006) ,p77.

[318]Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.

[319] James MacGregor Burns, Leadership (Harper & Row 1978), p83.

"The intellectual stimulation adopted by His Highness has transformed humanitarian work from a reaction to a project of radical change."[320]

Individualized Consideration

Transformational leadership genuinely cares about the needs of individuals and vulnerable groups and is keen on their development and empowerment.[321]

In Sheikh Khaled's Initiatives:

Emirati family programs, community centers, and health projects dedicated to women and children all show a deep understanding of diverse needs.

Humanitarian work here is not collective in rhetoric only but personal in impact – every group finds its true share in policies.

"The transformational leader sees the human being, not just the number or the public interest."[322]

Humanitarian work in the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is not merely an extension of a great legacy but a redefinition of this legacy in the language of the 21st century. It is a comprehensive transformational endeavor, based on inspiration, influence, innovation, and empowerment, presenting a new model of leadership in the humanitarian field where giving intersects with policy, values with sustainability, and the individual with the state.

4.7. Enhancing the Role of People of Determination and Integrating Them into Society

4.7.1. Inclusive Initiatives for Empowering People of Determination

The United Arab Emirates has not only cared for its citizens and talented individuals, ensuring their comfort, housing, and all opportunities for a decent life, but has also extended that care to include persons with disabilities. The UAE and its decisions, which surprise not only its citizens but also the world in seeking the welfare of its people, saw the supreme leadership decide to establish a dedicated foundation to care for them in March 2004.

To embody the role of people with disabilities from among the UAE's citizens, and in accordance with the National Policy for Empowerment in 2016, the UAE decided to honor them for their great role in nation-building by naming them "People of Determination" instead of "disabled," which was officially referenced in Federal Law No. 29 of 2006 on the rights of persons with special needs.

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[320] Ibid.

[321] Bernard M Bass and Ronald E Riggio, Transformational Leadership (2nd edn, Psychology Press 2006) p. 43.

[322] Burns, J. M. (2003). Transforming Leadership: A New Pursuit of Happiness. New York: Atlantic Monthly Press.

The Zayed Higher Organization for People of Determination was established on April 19, 2004, under Law No. (2) issued by the late Sheikh Khalifa bin Zayed Al Nahyan, may he rest in peace, during his tenure as Crown Prince at the time. The establishment of the organization came under the directives of the late Sheikh Zayed bin Sultan Al Nahyan, may God have mercy on him, with the aim of unifying the efforts to care for People of Determination in the Emirate of Abu Dhabi, and bringing together humanitarian care centers and social service institutions under one umbrella.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, supports many programs to rehabilitate, empower, and integrate People of Determination into society. Among them is his direct support for an ambitious program aimed at enabling People of Determination to enter the labor market, in cooperation with the Zayed Higher Organization for People of Determination. His Highness shows great interest in People of Determination and supports raising community awareness about the importance of their integration and changing negative perceptions that may affect their role in society. He also supports innovation in assistive technologies that enhance their independence and facilitate their daily lives. He is also a strong supporter of sports for People of Determination, backing their participation in local and global championships, such as the Paralympic Games, and encouraging the organization of community events that highlight their abilities and help raise public awareness. He also regularly participates in events and initiatives that support this group. On August 16, 2023, His Highness met with Emirati athletes from among People of Determination who participated in the 2023 Special Olympics World Summer Games in Berlin, where he praised their achievements and affirmed the leadership's keenness on empowering them.[323]

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan works with a clear vision to ensure the realization of an inclusive society where equality and empowerment form the basis of dealing with People of Determination, contributing to transforming the UAE into a global model in caring for this group.

His Highness also hosted the World Congress on Rehabilitation in Abu Dhabi, which focuses on the theme of "Work and Employment" for People of Determination. He also launched the first peer-reviewed scientific journal in the field of autism research, reflecting his commitment to enhancing scientific knowledge related to People of Determination.
His initiatives in the fields of education and innovation have also included People of Determination. Among these is the Emirati Genome Initiative, which involves research into genetic diseases related to People of Determination to improve diagnostic and treatment opportunities.

In addition, he supports educational programs tailored to the needs of People of Determination, including the provision of interactive curricula and assistive technologies.

[323] Al Khaleej, *Khaled bin Mohamed bin Zayed: Leadership Committed to Empowering People of Determination and Enhancing Their Capabilities*, Al Khaleej, (August 16, 2023, Abu Dhabi). See the website: https://www.alkhaleej.ae/2023-08-16/

4.7.2. Analysis in Light of Transformational Leadership Theory

Inspirational Motivation

The transformational leader inspires followers through a vision that goes beyond reality and motivates collective ambition.

In the case of His Highness Sheikh Khaled, the empowerment of People of Determination is not presented merely as a technical or legal issue, but as an inspiring human vision that transcends care concepts towards active participation.

Examples of his achievements:

His support for the Paralympic Games and his honoring of athletes with determination provides a leadership model that encourages integration through achievement and appreciation, not pity.

"The transformational leader makes people see the future as possible and gives it personal meaning."[324]

Idealized Influence

The transformational leader does not lead from afar but provides a strong moral and human example.

His Highness Sheikh Khaled does not suffice with issuing directives but participates on the ground in events, meetings, and conferences.

Manifestations of leadership influence:

His personal presence at the meeting with athletes with determination (Berlin 2023).

Hosting the World Congress on Rehabilitation in Abu Dhabi demonstrates his direct responsibility in institutional empowerment for this group.

"He is a transformational leader who inspires trust not only with words, but with sincere and continuous action."[325]

Intellectual Stimulation

This dimension is reflected in encouraging new thinking, breaking stereotypes, and seeking innovative solutions.

This clearly appears in Sheikh Khaled's vision through his use of science and technology to serve People of Determination.

Clear applications:

Supporting the Emirati Genome Project to improve diagnostic and treatment opportunities related to genetic diseases.

Launching a peer-reviewed scientific journal in the field of autism research represents support for specialized scientific research.

"His Highness succeeded in turning challenge into an innovative opportunity, which matches the meaning of intellectual stimulation in transformational theory."[326]

Individualized Consideration

The transformational leader pays special attention to each individual and acknowledges the specificity of different groups' needs.

Sheikh Khaled’s initiatives in education, employment, and assistive technologies for People of Determination are practical models of this dimension.

Strong evidence:

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[324] Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates. ISBN: 9780805847628.

[325] Burns, J. M. (2003). Transforming Leadership: A New Pursuit of Happiness. New York: Atlantic Monthly Press. ISBN: 9780871138668

[326] Optic Bass & Riggio (2006)

Educational programs tailored and adapted to the needs of People of Determination.

Support for assistive technologies that enhance independence and the provision of specialized interactive curricula.

Launching initiatives to empower them in the labor market shows an understanding that empowerment is not measured by care alone, but by the ability to contribute socially and economically.
"The transformational leader treats people not only with equality, but with understanding and fairness in needs."[327]

In the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed for empowering People of Determination, we find a comprehensive application of the dimensions of transformational leadership. His Highness inspires society through language and recognition, leads by example in the field, encourages innovative solutions, and provides individualized care that meets diverse needs to create an inclusive and just society.
He is a model of a leader who transforms care into empowerment, discrimination into partnership, and vulnerability into community energy.

4.7. Achievements of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan in the Field of Infrastructure and Strategic Projects

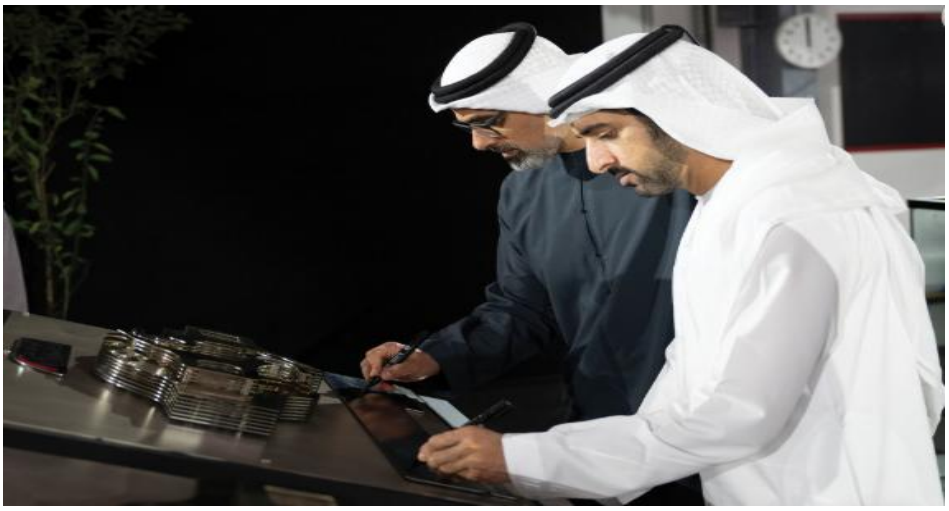
Within the strategic directions of the United Arab Emirates toward enhancing and developing its modern infrastructure, the high-speed train project connecting Abu Dhabi and Dubai emerges as one of the major projects that reflect the state's vision in improving transportation networks. This project reflects the country's commitment to achieving integration among its emirates and enhancing infrastructure in line with future needs, contributing to strengthening connectivity between major cities.

The high-speed train project connecting Abu Dhabi and Dubai represents an ideal model for applying transformational leadership theory in the United Arab Emirates. It is not merely a development project but a strategic transformation in infrastructure that reflects the vision and direction of the UAE leadership toward sustainable modernization. By motivating individuals and directing efforts toward a common goal, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan serves as a role model for transformational leadership that contributes to achieving sustainable development and enhancing the well-being of the Emirati society.

Through the follow-up of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, on this project, his role in leading development plans supporting the

[327] Burns, J. M. (2003). Transforming Leadership: A New Pursuit of Happiness. New York: Atlantic Monthly Press. ISBN: 9780871138668

realization of the UAE Vision 2021 and beyond becomes evident. The project was announced in the presence of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan and His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, in a step that reflects the high-level leadership's support for this strategic project.



This project is part of a series of initiatives that the UAE leadership is keen to develop in order to improve the standard of living in the country and reduce environmental impacts by providing modern and sustainable transportation means. The high-speed train project is one of the vital projects that contribute to accelerating economic development by facilitating the movement of people and goods between the two main emirates, thus enhancing social and economic connectivity within the UAE. This project has been greatly supported by His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the State, may God protect him, who blessed this initiative and affirmed the importance of investing in infrastructure as one of the fundamental pillars for achieving sustainable development. These projects are considered indicators of the UAE's commitment to developing advanced transport technologies and finding innovative solutions that contribute to improving quality of life and promoting social and economic development.[328]

The high-speed train project can be analyzed through the lens of transformational leadership theory as an example of wise leadership characterized by the ability to inspire, motivate, and innovate. His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan stands out as a transformational leader who led this project to success, emphasizing the importance of infrastructure in achieving sustainable development and enhancing economic growth. Through his ability to direct multi-party efforts toward a shared goal, His Highness reflects how a transformational leader can create positive change in his community and country, contributing to

[328] Abu Dhabi Media Office, *With the blessing of the President of the State... Khaled bin Mohamed bin Zayed and Hamdan bin Mohammed bin Rashid witness the announcement of the high-speed train project between Abu Dhabi and Dubai*, Abu Dhabi Media Office (January 23, 2025, Abu Dhabi). See the website: https://www.mediaoffice.abudhabi/ar/transport

the advancement of the UAE in various fields, including sustainable transport, which enhances efficient mobility and improves the quality of life for both citizens and residents.

Through his orientation in infrastructure and sustainable development, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan demonstrates the capacity to serve as a role model for other leaders and the Emirati people. Within the high-speed train project, His Highness's ideal influence is embodied in his keenness to improve the UAE's transport structure, which is one of the main pillars of comprehensive development. As Crown Prince of Abu Dhabi, His Highness has set a standard for innovation and development, making this project a turning point in the concept of sustainable transport in the country, thereby enhancing economic growth and improving the standard of living for citizens.

The transformational leader is also characterized by the ability to care for different groups within society and is keen to provide the necessary support to realize their potential.[329] Within the high-speed train project, individualized consideration is reflected in His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan's pursuit of sustainable development through improving the quality of life for citizens and residents in the UAE. The project works on improving mobility between Abu Dhabi and Dubai, which contributes to easing the lives of individuals, whether they are youth, people of determination, or families.

A modern transport network is an essential part of enhancing social and economic integration in the country, as it facilitates access to job opportunities, education, and entertainment, and contributes to improving the overall quality of life. These efforts reflect the personal concern of the Emirati leadership for achieving societal well-being and supporting it in its pursuit of growth and prosperity.

Transformational leadership is also a foundation for motivating individuals to adopt critical thinking and encouraging innovation.[330] Through the high-speed train project, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan shows how innovative thinking can lead to finding more efficient and sustainable transport solutions. For example, the use of clean energy technologies and innovation in transportation methods can contribute to reducing environmental impacts, thus achieving the UAE's goal of becoming a global leader in the green economy and sustainable development.

This initiative is considered a milestone in non-traditional thinking in the fields of transport and infrastructure, as the project reflects the vision of a leader capable of embodying new ideas that positively impact the entire society.

[329] Bass BM and Riggio RE, Transformational Leadership (2nd edn, Psychology Press 2006), p49.
[330] Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associate, P102.

4.8.2. Strategic Reading of Infrastructure Achievements

The high-speed rail project connecting Abu Dhabi and Dubai stands as one of the most prominent practical manifestations of Sheikh Khaled bin Mohamed bin Zayed's vision for integrated development. In this approach, infrastructure is not viewed merely as a physical achievement but as a strategic tool for reshaping the economic, social, and geographic balance within the country.

Economically, the project contributes to reducing travel time and enhancing connectivity between the two most dynamic emirates, thereby enabling a more balanced redistribution of population density and investment flows. It also supports the green economy by reducing reliance on vehicles and lowering carbon emissions.

From a social and strategic standpoint, the project reinforces the concept of national unity through functional connectivity. It eliminates geographic barriers between emirates and redefines the meaning of "distance" within the country. This reflects a move toward smart decentralization, which enables the fair distribution of services and opportunities without putting excessive pressure on a single city.

Sheikh Khaled's active involvement in planning and overseeing such projects demonstrates his deep understanding of the connection between infrastructure and national stability. Major infrastructure initiatives like this one enhance public trust, strengthen the country's regional competitiveness, and position the UAE as a global model of strategic future-oriented investment.

From a transformational leadership perspective, the high-speed rail project embodies one of the most successful cases of intellectual stimulation and collective inspiration. It turns developmental visions into tangible reality and motivates future generations to think in terms of solutions, proactive planning, and continuous innovation.

4.8.3. Strategic Comparison: The UAE High-Speed Rail Project and Similar International Models

The high-speed rail project between Abu Dhabi and Dubai represents an Emirati formulation of a new strategic objective: to build a truly integrated state—not just on paper, but on the ground. This section provides a comparative analysis between the UAE's high-speed rail project and leading international experiences, including:

1. **Japan – Shinkansen**
2. **France – TGV (Train à Grande Vitesse)**
3. **Saudi Arabia – Haramain High-Speed Rail**

These global models share with the UAE project the understanding that high-speed rail is not just a transportation initiative, but a **strategic instrument** for unifying geography, achieving economic integration, and enabling balanced growth opportunities.

Sheikh Khaled bin Mohamed bin Zayed's endorsement and leadership of this initiative show that he approaches infrastructure not merely from an engineering perspective, but from a visionary leadership standpoint, where national projects are crafted to serve societal security and strategic stability.

His leadership thinking mirrors that of other global leaders who successfully unified their nations and boosted their economies through smart, future-focused transport infrastructure.

Comparative Academic Table: High-Speed Rail Projects in Light of Leadership Vision

Country	Project Name	Main Strategic Objective	Leadership Dimension	Similarity with the UAE
Japan	Shinkansen	Strengthening national unity and connecting major cities	Reuniting the country after war and directing growth	Enhancing national integration between Abu Dhabi and Dubai
France	TGV	Supporting development outside Paris and reducing centralization	Smart decentralization in development management	Balancing demographic and economic expansion among major emirates
Saudi Arabia	Haramain High-Speed Rail	Serving pilgrims and reducing road congestion	Implementation of a component of Vision 2030	A project aligned with long-term strategic goals
UAE	Abu Dhabi–Dubai Rail	Strengthening economic and social integration within the country	Executing a comprehensive vision for sustainable development	A local model inspired by best practices and driven by visionary leadership

The comparison reveals that infrastructure is not merely a technical administrative matter, but rather a form of soft power, a political tool used to foster unity, enhance legitimacy, and reduce geographic and social disparities.

It also becomes clear that the high-speed rail project between Abu Dhabi and Dubai is not just an engineering investment, but a manifestation of a leadership model that possesses a deep understanding of global development patterns and skillfully adapts them to precise local needs. This makes the vision of Sheikh Khaled bin Mohamed bin Zayed a modern example of strategic intelligence translated into developmental projects with far-reaching political, social, and economic impact.

Part Two

Calm Leadership in a Turbulent World: Foreign Policy in the Thought of Sheikh Khaled bin Mohamed bin Zayed

1. The Transformation in the Nature of International Relations in Sheikh Khaled's Vision: From Political Influence to Strategic Innovation

In the approach of Sheikh Khaled bin Mohamed bin Zayed, clear features emerge of a profound transformation in the philosophy of international relations. They are no longer based on traditional pillars, such as military power, natural resources, and rigid political alliances, but are being redefined through emerging new forces, foremost among them: technology, cybersecurity, and quality education. Sheikh Khaled's approach may focus on "redefining partnership": from a traditional relationship based on oil and weapons to one based on innovation and cyber integration.

Sheikh Khaled believes that the modern state cannot rely solely on geographic location or financial abundance to build its international influence. Rather, it must establish strategic partnerships based on knowledge value. Hence, investments in artificial intelligence, renewable energy, and scientific research represent modern tools of influence in a multipolar world.

Cyber capabilities today are among the most prominent indicators of a state's power. Therefore, Sheikh Khaled's orientations move toward building a comprehensive digital security system that not only contributes to protecting the national infrastructure but also positions the UAE as a trusted partner in protecting cross-border data and systems, thereby enhancing its diplomatic presence in global forums.

Moreover, the focus on technical education and scientific research is no longer merely an internal development project, but has become a tool for building bridges with countries around the world, through the exchange of expertise, attracting minds, and exporting talents.

In this sense, Sheikh Khaled's vision can be described as a qualitative leap in defining a leading state:
International leadership is no longer tied to loud voices or armament, but to mastering the language of the future, the language of data, innovation, and education.

In the thought of Sheikh Khaled bin Mohamed bin Zayed, a qualitative transformation emerges in the concept of international relations, represented by a shift from traditional influence diplomacy to strategic partnerships based on technology, cybersecurity, quality education, and renewable energy. In his vision, international relations are no longer merely political or military balances, but future-building tools and means of soft and sustainable civilizational influence.

1.1 Foreign Policy Priorities in the Digital Age

1.1.1 Technology and Energy as New Diplomatic Powers

Sheikh Khaled sees that possessing modern technological tools is no longer a developmental luxury, but has become a strategic necessity equivalent in importance to possessing military power. Superiority in artificial intelligence, cloud computing, and robotics today constitutes a foundation for determining the global standing of states. Therefore, his strategy supports the establishment of research centers, the incubation of tech startups, and the signing of scientific partnerships with major countries, positioning the UAE as a technological hub upon which diplomatic influence is built.

In the thought of Sheikh Khaled bin Mohamed bin Zayed, technology is no longer merely an internal project to improve services or accelerate performance, but has become a means of asserting international presence and expanding foreign relations.
One of the most prominent examples of this is the establishment of Mohamed bin Zayed University of Artificial Intelligence, the first academic research institution in the world specialized in artificial intelligence. This university is not merely an educational project, but a first-class diplomatic initiative, attracting students and researchers from more than 40 countries and signing scientific cooperation agreements with global research institutions such as MIT, and universities in China, South Korea, and the United States.
The UAE also organizes global summits on artificial intelligence and forums on advanced technology, during which the capital, Abu Dhabi, becomes a global communication hub among innovation leaders, granting the country a flexible and influential negotiating position on sensitive issues related to AI ethics and digital governance.

The UAE launches initiatives such as the "Abu Dhabi Artificial Intelligence Summit," bringing together global technology leaders, reinforcing the UAE's role as a "mediating platform" between East and West on AI and digital ethics issues. It doesn't stop at education and conferences, but goes further to building national technological systems that can be exported. The UAE has become a regional hub for testing smart city technologies, the Internet of Things, and autonomous vehicles, in cooperation with global companies such as Huawei, Siemens, and Amazon Web Services.
Under the supervision of Sheikh Khaled, the focus has been on localizing technological industries and directing investments toward future sectors such as:

- Smart cities
- Biometric security systems
- Big data analytics
- Health technology

These efforts do not only build the internal structure, but also create a new language of

understanding with other countries, as power is no longer measured by weapons, but by who owns the keys to the technological future.
The state's direction toward investing in fields such as artificial intelligence, biotechnology, and space reflects the conviction that "data" has become the new wealth, and that whoever possesses knowledge has the ability to draw the maps of future power.
As for the renewable energy file, the UAE—under the supervision of a new leadership generation such as Sheikh Khaled—has shifted from an oil-exporting country to a pioneer in exporting clean technology. Through the company Masdar, the UAE has entered into partnerships to build solar and wind energy plants in more than 40 countries around the world, from Indonesia to Morocco, granting it a new kind of influence based on sustainable development rather than single dependence on oil.
This direction makes both technology and energy tools of soft diplomacy, redrawing relationships with major and emerging countries on the basis of shared interests and mutual development, not dominance or dependency.
Under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, the UAE has contributed to supporting international initiatives such as:

The Emirati Genome Program:
The Emirati Genome Program is a pioneering national initiative that aims to improve quality of life globally through innovation in the field of precision medicine. It also seeks to enhance the quality of healthcare in the United Arab Emirates by understanding the genetic makeup of its citizens.
His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, may God protect him, chairs the UAE Genome Council, which was established in June 2021 to oversee the implementation and development of genome programs in the country.

Among the most prominent achievements of the program by June 2024 is the collection and analysis of more than 600,000 genetic samples, representing 60% of the targeted one million samples. Additionally,[331] the Emirati Reference Genome Platform was launched, providing study results to doctors and researchers, contributing to a deeper understanding of citizens' genetic composition and the development of personalized and preventive medicine programs.[332]

The UAE Genome Council, chaired by His Highness Sheikh Khaled bin Mohamed bin Zayed, oversees the construction of a comprehensive and sustainable system to bring about a qualitative transformation in the country's healthcare sector, in cooperation with regulatory, research, and medical institutions. This cooperation contributes to strengthening the UAE's position as a

[331] UAE Genomics Council, Khaled bin Mohamed bin Zayed chairs the UAE Genomics Council meeting (June 11, 2024, Abu Dhabi). See the website: https://genome.gov.ae/ar/media-centre/news
[332] Emarat Al Youm, *Khaled bin Mohamed bin Zayed chairs the UAE Genomics Council meeting*, Emarat Al Youm, (June 11, 2024, Abu Dhabi). See the website: https://www.emaratalyoum.com/local-section/other

leading center for research and innovation in genomic sciences and providing advanced healthcare to the community. His Highness also launched the Emirati Reference Genome Platform.

In addition, His Highness approved the Personalized and Preventive Medicine Enablement System in the country, which aims to use genome research to design customized treatment programs for citizens and to develop a comprehensive preventive health system for genetic diseases, utilizing artificial intelligence technologies to accelerate diagnosis and treatment processes.

These efforts come as part of the wise leadership's vision to strengthen the UAE's position as a leading center for research and innovation in genomic sciences and to improve the quality of life for members of society through the provision of advanced and personalized healthcare.[333]

Clean Energy Initiatives:

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, affirms the UAE's commitment to supporting the global transition to clean energy sources and enhancing sustainable development in developing countries, contributing to achieving environmental and economic goals at the international level. This is carried out through the launch of several initiatives in this field.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, member of the Abu Dhabi Executive Council, Chairman of the Abu Dhabi Executive Office, and Chairman of the Executive Committee of the Board of Directors of Abu Dhabi National Oil Company (ADNOC), is among the most prominent supporters of clean energy initiatives, contributing to the promotion of sustainable development both locally and globally.
In October 2021, His Highness launched a strategic partnership between ADNOC and the Emirates Water and Electricity Company aimed at supplying ADNOC's electricity grid with nuclear and solar-generated, zero-emission power, starting from January 2022.[334]

His Highness also inaugurated, on behalf of the President of the State, the UAE Wind Energy Program, which includes turbines at four sites with a total capacity exceeding 100 megawatts,

[333] Emarat Al Youm, *Khaled bin Mohamed bin Zayed: The leadership places great importance on improving the quality of life for community members*, Emarat Al Youm, (November 10, 2023, Abu Dhabi). See the website: https://www.emaratalyoum.com/local-section/other

[334] Abu Dhabi Media Office, *Khaled bin Mohamed bin Zayed launches a strategic clean energy partnership between ADNOC and the Emirates Water and Electricity Company*, Abu Dhabi Media Office, (October 26, 2021, Abu Dhabi). See the website: https://www.mediaoffice.abudhabi/ar/energy/khaled-bin-mohamed-bin-zayed-launches

providing electricity for more than 23,000 homes and avoiding the emission of 120,000 tons of carbon dioxide annually.[335]

Additionally, His Highness witnessed the signing of a strategic partnership between ADNOC, Masdar, and BP to develop clean hydrogen hubs, with the goal of accelerating transformation in the energy sector.[336]

Food Security

Modern food security is no longer merely about "agriculture"; it now requires advanced technology and clean energy to ensure sustainability, reduce costs, and confront climate change. This is precisely reflected in His Highness Sheikh Khaled bin Mohamed bin Zayed's involvement in supporting food security initiatives.
The United Arab Emirates is distinguished by its constant support for global efforts to enhance food security and develop sustainable agricultural practices that achieve sustainable development and prosperity for peoples.
In November 2024, His Highness reaffirmed the UAE's position in confronting the challenges facing the international community, during the "World Without Hunger" conference held in the Ethiopian capital, Addis Ababa, which aimed to support international efforts to develop innovative technologies and sustainable practices to ensure global food security.[337]

His Highness Sheikh Khaled bin Zayed Al Nahyan seeks to be responsive to the crises facing the international community, the most important of which is the issue of food security, which has become a major concern for countries.
One example of this is His Highness's recent contribution to the "World Without Hunger" conference in Addis Ababa, in support of international efforts to develop innovative technologies and sustainable practices to ensure global food security.

His Highness Sheikh Khaled bin Mohamed bin Zayed emphasized the importance of strengthening international cooperation to develop innovative strategies and sustainable

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[335] Emirates News Agency – WAM, On behalf of the President of the UAE... Khaled bin Mohamed bin Zayed launches the UAE Wind Program, Emirates News Agency – WAM, (October 5, 2023, Abu Dhabi). See the website: https://www.wam.ae/ar/details/1395303205957?utm_source=chatgpt.com
[336]Masdar, Khaled bin Mohamed bin Zayed witnesses the signing of a strategic partnership between ADNOC, Masdar, and BP to enhance hydrogen opportunities in the energy transition, Masdar (May 24, 2022, Abu Dhabi). See the website: https://masdar.ae/ar/news/newsroom/khaled-bin-mohamed-bin-zayed

[337] Masdar, *Khaled bin Mohamed bin Zayed witnesses the signing of a strategic partnership between ADNOC, Masdar, and BP to enhance opportunities for hydrogen utilization in the energy sector's transition*, Masdar, (May 24, 2022, Abu Dhabi). See the website: https://masdar.ae/ar/news/newsroom/khaled-bin-mohamed-bin-zayed

technologies that contribute to the stability of global food supply chains, stressing the UAE's commitment to supporting sustainable solutions for global food security and reducing the impacts of climate change.[338]

1.1.2 Cybersecurity and Preventive Diplomacy

1.1.2.1 The Concept of Cybersecurity

In a world where wars are no longer fought only with weapons, but with software and cyberattacks, cyber capability has become an essential component of national security. Sheikh Khaled has shown clear interest in this field by supporting digital security infrastructure and developing national cadres specialized in data protection.

More importantly, cyber policies in Sheikh Khaled's vision are not only for internal defense but are also used as a tool to expand international relations. Through building joint protection systems and exchanging cyber intelligence with friendly countries, a "digital collective security" system is created, making the UAE an indispensable international partner.

From traditional security to digital deterrence:
In the thought of Sheikh Khaled bin Mohamed bin Zayed, cybersecurity is not seen as a secondary branch of national security, but as a "digital shield" parallel to military security, and sometimes even surpassing it, given the changing nature of modern threats.

Today's attacks no longer come across borders but through codes, networks, and vulnerabilities in communication, energy, and critical infrastructure systems. Therefore, Sheikh Khaled follows an approach based on "digital preventive diplomacy":

That is, for the state to have a high capacity for digital defense on one hand, and the ability to build strategic relationships through cybersecurity on the other. Among the steps taken in this field:

1. **Establishment of the National Cybersecurity Center:**
   An advanced platform for monitoring and preventing digital attacks on critical infrastructure (energy, banks, communications, aviation).

[338] Al Bayan, Khaled bin Mohamed: The UAE supports sustainable solutions to ensure global food security, Al Bayan, (November 6, 2024, Abu Dhabi). See the website: https://www.albayan.ae/economy/future/sustainability/7018

This center operates not only locally, but also within an international cooperation network with:
United States (NSA, Microsoft)
South Korea
These partnerships are invested in building digital security alliances that enhance the UAE's position as a cyber-trusted state.

2. **Cyber training and research initiatives:**
   Sheikh Khaled directs efforts toward:
   • **Training national cybersecurity cadres** in cooperation with foreign universities (such as MIT).
   • **Supporting competitions and technical hackathons** like "Capture the Flag" for students, to create a digitally defensive generation.
   This policy aims not only at protection, but at creating a "cyber knowledge capital" that exports solutions to the world.

3. **Dealing with attacks as diplomatic opportunities:**
   In multiple cases, cyberattacks have been recorded against Emirati institutions.
   The UAE's response is often calm, non-escalatory, but calculated — where the incident is used to open channels of technical understanding or indirect negotiation.
   Here, Sheikh Khaled's philosophy becomes evident:
   • Using attacks not just as a reactionary tool, but as a gateway for building unconventional communication channels.
   • Turning every threat into an opportunity to expand diplomatic presence in a new format.

Linking cybersecurity, digital independence, and national sovereignty:
Sheikh Khaled realizes that a state which does not own its digital systems, data centers, and information sovereignty remains subject to the blackmail of global powers.
Therefore, among his priorities are:

Localizing the software industry
Encouraging local innovation in cybersecurity
Investing in 5G networks with technologies that guarantee privacy and sovereignty

Thus, cybersecurity is no longer merely protection, but has become:
A tool for building strategic relations
A new language for international dialogue
A means of imposing respect without a loud voice

1.1.2.2 Preventive Diplomacy

Digital Preventive Diplomacy is a modern approach in international relations aimed at preventing digital crises and cyber conflicts before they occur, by enhancing technical cooperation, building digital trust between states, and exchanging intelligence information related to cyber threats.

This diplomacy is based on the principle of "digital anticipation," meaning the use of cybersecurity tools and technical information to detect threats early and to build digital dialogue channels between active states to avoid escalation and electronic conflicts.

The United Arab Emirates adopts a modern diplomatic approach that combines political mediation, interfaith dialogue, and digital technologies as preventive diplomatic tools that contribute to preventing the escalation of conflicts and enhancing global peace. Among these:

• **Hosting diplomatic conferences**: such as the Regional Cooperation Conference in the Gulf and Middle East, and forums supporting political stability.[339]

• **The Document on Human Fraternity (2019)**: signed by the Grand Imam of Al-Azhar and the Pope of the Vatican in Abu Dhabi. It is a historic document that promotes a culture of tolerance and rejects extremism, and is considered a preventive diplomatic step to contain conflicts of religious nature.[340]

• **Establishing a Ministry of Tolerance**: reflecting an institutional direction to promote coexistence and prevent societal and religious conflicts.[341]

• **Artificial Intelligence in conflict analysis**: as part of the UAE Vision 2071, investment is made in analyzing big data to predict hotspots and monitor extremist discourse online.[342]

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[339] UAE Ministry of Foreign Affairs and International Cooperation, UAE Hosts Regional Diplomatic Conferences to Promote Stability and Cooperation (MOFAIC 2022) https://www.mofa.gov.ae accessed 16 April 2025.

[340] The Higher Committee of Human Fraternity, Document on Human Fraternity for World Peace and Living Together (Abu Dhabi, 4 February 2019) https://www.forhumanfraternity.org accessed 16 April 2025.

[341] UAE Government, UAE Establishes Ministry of Tolerance to Promote Coexistence and Prevent Societal and Religious Conflicts (UAE Government Portal 2016) https://u.ae/en/about-the-uae/the-uae-government/tolerance accessed 16 April 2025.

[342] UAE Government, UAE Centennial 2071 Strategy (2017) https://u.ae/en/about-the-uae/strategies-initiatives-and-awards/uae-centennial-2071 accessed 16 April 2025. &UAE Council for AI and Blockchain, AI for Peace: Strategic Applications of Artificial Intelligence in Conflict Prediction and Counter-Extremism (2021)

• **UAE Council for Artificial Intelligence**: uses technology to support preventive policies and promote anticipatory diplomacy.[343]

1.1.2.3 The Importance of the Concept of Digital Preventive

At a time when cyberattacks on vital facilities (water, electricity, banks, health data) have increased, digital preventive diplomacy has become central to the national security of any state. Challenges are no longer limited to land borders or military conflicts, but to the states' ability to protect their digital space.

The United Nations has included this concept in the agenda of global digital security, particularly in the reports of the "Group of Governmental Experts on Developments in the Field of Information and Telecommunications in the Context of International Security" (UN GGE), where it called for the use of diplomatic channels to prevent cyberattacks and to develop shared codes of conduct among nations.[344]

Models and Examples:

1. **UAE – European Union**: The UAE signed cyber cooperation agreements with the European Union that allow for information sharing and coordination in facing cross-border threats.[345]
2. **Global Cybersecurity Forum**: The UAE actively participates in this platform, which serves as an international stage for building digital trust and coordinating policies among states.[346]
3. **Trilateral cooperation agreements**: Following the Abraham Accords, a joint cyber cooperation agreement was signed to protect digital infrastructure, serving as a vital model of digital preventive diplomacy.[347]

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[343] UAE Council for Artificial Intelligence and Blockchain, Leveraging AI for Preventive Policy and Proactive Diplomacy (2020)& UAE Government, UAE Council for AI and Blockchain (UAE Government Portal 2020) https://u.ae/en/about-the-uae/digital-uae/artificial-intelligence accessed 16 April 2025

[344] United Nations General Assembly, Report of the Group of Governmental Experts on Advancing Responsible State Behaviour in Cyberspace in the Context of International Security, UN Doc A/75/816 (14 July 2021) https://www.un.org/disarmament/ict-security/ accessed 16 April 2025.

[345] Delegation of the European Union to the United Arab Emirates, EU-UAE Cyber Cooperation Agreements Enhance Cross-Border Cybersecurity Coordination (EU Delegation 2022) https://www.eeas.europa.eu/delegations/united-arab-emirates_en accessed 16 April 2025.

[346] Global Cybersecurity Forum, UAE Participation in the Global Cybersecurity Forum (GCF 2022) https://www.globalcybersecurityforum.com accessed 16 April 2025.

[347] UAE Ministry of Foreign Affairs, Joint Statement on Trilateral Cybersecurity Cooperation between UAE, Israel, and the United States (MOFA 2021) https://www.mofa.gov.ae accessed 16 April 2025.

4. **Joint Cyber Threat Analysis Centers**: The UAE hosts regional centers bringing together public and private sectors to monitor threats and build a shared information base used in technical diplomatic contexts.[348]

The Relationship with the Vision of Sheikh Khaled:
Sheikh Khaled bin Mohamed bin Zayed, in his supervision of digital security files, adopts this concept by:

Developing sovereign digital infrastructure to reduce dependence on external sources.
Launching advanced training programs in cybersecurity.
Supporting regional and international technical partnerships that enhance the UAE's ability to play an active role in de-escalating digital conflicts.

Diplomacy in his vision is not only practiced in meeting rooms, but also through digital defense systems, technical cooperation platforms, and preventive dialogues between nations.

Promoting security and peace in the digital age requires a shift from traditional diplomacy to innovative models in which technology is integrated with human values. The United Arab Emirates represents a global model capable of exporting digital preventive diplomatic solutions based on innovation, dialogue, and tolerance. Therefore, digital preventive diplomacy is a qualitative addition to modern international relations literature, reflecting a forward-looking vision led by Sheikh Khaled, aiming to protect the state on one hand, and enhance its role as a trusted digital partner on the other.

.1.1.3 Quality Education as a Tool of International Influence

The bet on education is no longer confined to the domestic sphere. In the vision of Sheikh Khaled, quality education represents a means of shaping a soft yet effective external presence. The educational initiatives launched by the UAE toward countries around the world, especially the Arab world, reflect a desire to transfer knowledge and build relationships based on intellectual cooperation.
Moreover, attracting global talents and establishing advanced research universities places the UAE in the position of a “producer of knowledge,” not just a consumer, adding a new dimension to its soft power.

In the modern world, education is no longer restricted to domestic policy, but has transformed into a strategic tool for shaping international relations and building civilizational influence. In the vision of Sheikh Khaled bin Mohamed bin Zayed, quality education is viewed as a central

[348] UAE Cybersecurity Council, Establishment of Regional Cyber Threat Intelligence Centers in the UAE (2022) https://www.tra.gov.ae/en/about-tra/projects/cybersecurity.aspx accessed 16 April 2025.

element in crafting a "knowledge-based soft power" that enables the UAE to expand its international presence without relying on traditional tools of influence.

This approach is embodied in many UAE initiatives and policies under wise leadership, including:

1. **Establishing world-class universities**: such as the Mohamed bin Zayed University of Artificial Intelligence and Khalifa University, which represent models of high-quality specialized education, attracting students from dozens of countries, transforming the university campus into a space for knowledge diplomacy.
2. **Academic exchange programs and international scholarships**: The UAE has launched programs such as the “Mohamed bin Zayed Scholarship Program” and the “Global Excellence Scholarship,” which target outstanding students from various countries and connect them intellectually and scientifically to the UAE from an early stage.
3. **The UAE’s role in Arab and Islamic education**: through initiatives like the digital “Madrasa” platform, which provides high-quality, free educational content in Arabic, the country contributes to bridging the educational gap in less developed countries, enhancing its international image as a knowledge partner, not merely a donor or financier.
4. **International educational conferences and exhibitions**: The UAE hosts events such as “BETT Middle East” and the “Global Education Forum,” making it a regional hub for global educational dialogue.

Sheikh Khaled believes that investment in education not only produces qualified generations, but also generates sustainable diplomatic bridges that connect minds before policies and build alliances based on respect for knowledge and progress.

Thus, in his vision, education is not just a development project but a smart tool of civilizational influence, integrated with other state tools to build a strong and calm international standing.

In light of this transformation, it can be said that Sheikh Khaled bin Mohamed bin Zayed’s vision outlines the features of a new diplomacy that is not built on biases or conflicts, but on the “language of the future”: technology, cybersecurity, quality education, and clean energy. It is a diplomacy that builds bridges instead of walls, generates influence through knowledge rather than domination, and through partnership rather than dependency.

Accordingly, international policy in the vision of Sheikh Khaled is not merely a reaction to events but a long-term civilizational project that makes the UAE an influential actor in shaping the coming world.

In light of this fundamental transformation, the contours of a new school of international politics become clear, led by a young mindset and a forward-looking vision embodied by Sheikh Khaled bin Mohamed bin Zayed. This school does not seek influence through power but believes that a

true state is one that builds its impact through persuasion, not coercion—through knowledge, not force.

The Emirati model emerging from this vision does not merely interact with the international system but contributes to reshaping it through non-traditional tools: artificial intelligence, renewable energy, cybersecurity, and quality education. These are not merely development files, but calculated tools of political influence that reflect a new leadership spirit fluent in the language of progress and adept at quiet diplomacy.

Sheikh Khaled does not formulate reactive policy, but creates an environment of proactive influence—what can be called a "silent power" that does not need noise to be respected, nor conflict to be heard. While many countries speak the language of violence, the UAE speaks the language of innovation.

Thus, Sheikh Khaled's project in international relations becomes a unique Arab model that restores intellect to politics and grants the Gulf state a civilizational dimension that transcends geographic boundaries.

It is the diplomacy of calm intellect and long-range vision… a diplomacy built not to display power but to produce respect.

In light of this transformation, it can be said again that the vision of Sheikh Khaled bin Mohamed bin Zayed outlines the features of a new diplomacy, not built on polarization or conflict, but on the "language of the future": technology, cybersecurity, education, and clean energy. It is a diplomacy that builds bridges instead of walls, produces influence through knowledge rather than dominance, and through partnership rather than dependency.

Thus, international policy in Sheikh Khaled's vision is not merely a reaction to events but a long-term civilizational project that makes the UAE an active and influential player in shaping the future world.

2: Bilateral Relations – A Strategic Approach

The diplomacy of Sheikh Khaled bin Mohamed bin Zayed, National Security Advisor of the United Arab Emirates, represents an outstanding model of wise leadership and strategic vision in the field of international relations. His recent visits to many countries have highlighted the bilateral relations between the UAE and those states, as Sheikh Khaled bin Mohamed sought to strengthen the bonds of cooperation and mutual understanding, placing the UAE at the forefront of nations contributing to finding solutions to regional and global challenges.

Through his multiple visits, Sheikh Khaled demonstrated great interest in consolidating relations in various fields, including economy, security, culture, and technology. In each visit, he is keen to promote a spirit of cooperation and shared interests, contributing to the stability and growth of the region. The honors he received from various countries highlight the high standing of the

UAE on the international stage, serving as testimony to his significant influence in enhancing the image of the UAE as a key supporter of global peace and stability.

The agreements concluded by Sheikh Khaled bin Mohamed during his recent visits witnessed positive transformations in bilateral relations, as many deals and initiatives were signed that serve the interests of both countries and open new horizons for joint cooperation. These agreements reflect the UAE's commitment, under the leadership of Sheikh Mohamed bin Zayed, to building strong bridges of cooperation and represent an important step toward promoting peace and progress in the world.

2.2. Gulf Relations

Under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the State, may God protect him, and the supervision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, may God protect him, the UAE continues to develop innovative strategies to strengthen international relations, whether with major global powers or neighboring Gulf states, discussing common issues and enhancing cooperation in various fields.

In 2024, His Highness conducted official visits to a large number of brotherly and friendly countries. Undoubtedly, during his tours, His Highness sensed the echo of positive responses to his ideas in the field of international relations, the effects of which will soon become clearly evident.

The countries of the Gulf Cooperation Council (GCC) were at the top of his agenda, and since September 2024, His Highness has continued these visits to explore various aspects of political, economic, and social relations and to enhance technological development, innovation, scientific exchange, and overcome any obstacles that may hinder the growth of those relations, all while shaping the foreign policy of the Arabian Gulf, a responsibility the UAE has undertaken not only for the sake of the Gulf states but also for the political stability of the Arab world and the broader international community.

To tighten the bond between the Gulf states, His Highness conducted several separate visits to GCC countries to explore these relationships and the means of joint cooperation, reaffirming the UAE’s constant role in supporting any step that strengthens Gulf cooperation.

At a time when the region is facing economic, social, and political challenges, His Highness has, since assuming office, been keen to strengthen economic and political ties between the member states of the GCC with the goal of reinforcing internal stability in Gulf countries, exchanging experiences in managing social diversity, enhancing transparency in government institutions, and promoting the development of the Gulf citizen, efforts that may contribute to greater internal stability and, consequently, wider regional stability.

His Highness also believes in the importance of activating the role of joint Gulf diplomacy. He strives to enhance coordination in its foreign policy and to unify its positions on regional and international issues, fully aware that unifying the foreign policy of the Gulf Cooperation Council will enhance the Gulf's ability to influence regional and international crises and secure a strong position for the GCC in the United Nations and other global alliances.

2.2.1. UAE–Bahrain Relations

On November 26, 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, paid an official visit to the Kingdom of Bahrain, where he was received by His Majesty King Hamad bin Isa Al Khalifa, King of the Kingdom of Bahrain, at Al-Qudaibiya Palace in the capital, Manama. [349]This visit marked a new step in strengthening bilateral relations between the United Arab Emirates and the Kingdom of Bahrain, reflecting the vision of the wise leadership of the UAE, led by His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the State, which always focuses on supporting and enhancing Gulf cooperation in all fields.

The Bahraini capital, Manama, and Al-Qudaibiya Palace witnessed a pivotal historical moment, as major and essential agreements were signed, strengthening bilateral relations between the UAE and Bahrain. In this significant event, the Crown Prince of Abu Dhabi, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, was the symbol leading this major transformation. Thanks to his strategic vision and his desire to enhance bilateral cooperation, His Highness succeeded in establishing new relations based on the principles of rapid achievement and immediate implementation of projects and agreements, reflecting the spirit of wise leadership he possesses.

The visit of His Highness Sheikh Khaled bin Mohamed to Bahrain contributed to strengthening cooperation in several vital areas, most notably the economy, security, and technological innovation, as seen in the accelerated implementation of agreements signed between the two countries. His approach was not just a renewal of relations but rather the establishment of a new beginning within a political framework focused on achieving ambitious goals quickly and efficiently.

During the meeting, His Majesty King Hamad bin Isa Al Khalifa also affirmed the depth of the fraternal and historical relations between the two countries, pointing to the ongoing commitment of Bahrain and the UAE to enhance and develop these relations in various political, economic, and cultural fields. The discussions focused on ways to elevate this cooperation to broader and

[349] Abu Dhabi Media Office, 'Crown Prince of Abu Dhabi concludes official visit to Bahrain' (Media Office, 26 November 2024) https://www.mediaoffice.abudhabi/en/crown-prince-news/crown-prince-of-abu-dhabi-concludes-official-visit-to-bahrain accessed 20 April 2025.

more comprehensive horizons that serve the interests of both peoples and strengthen regional stability.[350]

In a gesture reflecting the great appreciation for the efforts made by His Highness Sheikh Khaled bin Mohamed bin Zayed in enhancing UAE–Bahrain relations, His Majesty King Hamad bin Isa Al Khalifa awarded him the "Order of the Renaissance of King Hamad" in recognition of his tangible contributions to strengthening the ties between the two brotherly countries.[351] This honor is considered a testimony to the significant impact of his visit in enhancing relations between the UAE and Bahrain and reflects the mutual respect between the leaderships of both countries.

2.2.2 UAE–Qatar Relations

On October 1, 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan arrived in the Qatari capital, Doha, on an official visit carrying many strategic messages and mutual cooperation between the United Arab Emirates and the sisterly State of Qatar.[352] This visit represented a historic opportunity to strengthen bilateral relations between the two countries in various vital sectors, where His Highness met with a group of Qatari leaders, most notably Sheikh Tamim bin Hamad Al Thani, Emir of the State of Qatar, and Sheikh Mohammed bin Abdulrahman bin Jassim Al Thani, Prime Minister and Minister of Foreign Affairs.

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[350] Ibid.

[351] Bahrain News Agency (BNA), His Majesty King Hamad Bestows the Order of the Renaissance of King Hamad on His Highness Sheikh Khaled bin Mohamed bin Zayed (November 2024, Manama) https://www.bna.bh/.aspx?cms=q8FmFJgiscL2fwIzON1%2BDgT19VC9HMiPU61vZXL2jR0%3D accessed 20 April 2025

[352] Al Khaleej, Khaled bin Mohamed bin Zayed Arrives in Doha on Official Visit (1 October 2024, Abu Dhabi) https://www.alkhaleej.ae/2024-10-01 .accessed 20 April 2025

During these meetings, ways to enhance cooperation in strategic areas of mutual interest between the two countries were discussed, such as the economy, security, culture, education, and technological innovation. Both parties explored how to elevate bilateral relations to broader and more sustainable horizons, in a way that serves the interests of the peoples of both countries and enhances their status on the international stage. These meetings were characterized by deep harmony between the leaderships of both countries regarding the importance of strengthening Gulf cooperation and advancing it to higher levels, reflecting the shared visions of the UAE and Qatar in achieving stability and prosperity in the Gulf region and the world.

The visit of His Highness Sheikh Khaled bin Mohamed bin Zayed came at a sensitive time in which the world requires more cooperation between states to confront increasing challenges. Through this visit, His Highness affirmed the UAE's commitment to continuing joint action with the State of Qatar to achieve common interests and major developmental goals. This visit also highlights the UAE's sustainable vision in cooperating with its Gulf neighbors, reflecting the UAE's strategy of building bridges of effective cooperation and openness to a bright future that enhances the status of the region's countries on the international stage.

2.2.3. UAE–Oman Relations:

The Sultanate of Oman was also part of the UAE's policy to strengthen bilateral relations between the two countries in various fields. Agreements were signed in the areas of trade, tourism, and renewable energy, within the framework of a shared vision to enhance economic cooperation between the UAE and the Sultanate of Oman. There was also collaboration in infrastructure development projects, particularly in the border region between the two countries. His Highness Sheikh Khaled bin Mohamed bin Zayed, may God protect him, participated in events and occasions that reflect the depth of relations between the United Arab Emirates and the Sultanate of Oman. For example, in December 2023, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan received His Highness Sayyid Theyazin bin Haitham Al Said, Minister of Culture, Sports, and Youth of the Sultanate of Oman, during his visit to the UAE. The two sides exchanged cordial conversations that reflected the depth of the fraternal and historical relations between the two countries and their brotherly peoples.[353]

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan also accompanied His Highness Sayyid Theyazin bin Haitham Al Said on a visit to the Louvre Abu Dhabi, where they

[353] Abu Dhabi Media Office, 'Khaled bin Mohamed bin Zayed receives Theyazin bin Haitham Al Said' (Abu Dhabi Media Office, December 2023) https://www.mediaoffice.abudhabi/ar/crown-prince-news/khaled-bin-mohamed-bin-zayed-receives-theyazin-bin-haitham-al-said/ accessed 22 April 2025.

toured the exhibitions and permanent galleries that highlight cultural connections between peoples.[354]

These meetings and visits demonstrate the keenness of both countries' leaderships to enhance cultural and sports cooperation and confirm the strong fraternal ties between the United Arab Emirates and the Sultanate of Oman.

2.2.4. UAE–Kuwait Relations:

His Highness Sheikh Khaled bin Mohamed bin Zayed has held several discussions with the Kuwaiti leadership. These meetings focused on strengthening economic and investment cooperation, with talks addressing joint projects in sectors such as technology, clean energy, and education.[355] The importance of joint action in addressing regional and international issues of mutual concern was also emphasized.

2.2.5. The UAE's Role in the "Gulf Alliance"

Among the most prominent initiatives launched with the participation of His Highness Sheikh Khaled bin Mohamed bin Zayed are Gulf cooperation projects in the field of cybersecurity, where the UAE has become one of the leading countries offering assistance to Gulf states in building their capacities in this vital field. In addition, renewable energy projects have been launched, such as the "Barakah Nuclear Reactor Project," which stands as a model of cooperation between the UAE and other Gulf countries such as Saudi Arabia and Oman. Through these visits and initiatives, the UAE emerges in a leadership role in strengthening Gulf

[354] WAM – Emirates News Agency, 'Accompanied by Khaled bin Mohamed bin Zayed... Theyazin bin Haitham Al Said visits the Louvre Abu Dhabi' (WAM, December 2023) https://wam.ae/article/aq47htu

[355] Emirates News Agency – WAM, received by Khaled bin Mohamed bin Zayed: Deputy Prime Minister and Minister of Defense of Kuwait Arrives in the UAE, Emirates News Agency – WAM, (1 September 2023, Abu Dhabi)
Available at: https://www.urdupoint.com/arabic/story/1745398.html?utm_source=chatgpt.com [Accessed 20 April 2025].

unity by signing agreements and launching projects that enhance economic and political integration among the GCC states. In this context, His Highness Sheikh Khaled bin Mohamed bin Zayed represents a central figure in building this distinguished cooperation among Gulf countries, thereby enhancing regional stability and achieving joint coordination in facing security and economic challenges.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan has actively worked to strengthen bilateral relations with many Gulf countries, concluding multiple strategic agreements aimed at enhancing cooperation in various fields such as economy, energy, technology, and security. These visits and initiatives contribute to building strong partnerships among Gulf states and work toward propelling the Gulf region to new horizons of cooperation and regional integration, in line with the wise leadership of the UAE under the guidance of His Highness Sheikh Mohamed bin Zayed Al Nahyan.

These visits and initiatives undertaken by His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan come in the context of the commitment of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, to deepening bilateral relations with Gulf countries and enhancing joint Gulf cooperation. His Highness always demonstrates a strong commitment to advancing relations between the UAE and GCC countries to new levels, thereby enhancing regional security and stability and achieving sustainable development for the peoples of the region. Meetings with Gulf leaders were an opportunity to strengthen this integration, exchange ideas and initiatives that serve the interests of the region's peoples. His Highness Sheikh Khaled bin Mohamed bin Zayed has expressed his determination for the UAE, under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, to be at the forefront of nations striving for global excellence, looking to the future with a spirit of cooperation and openness to the experiences of other nations, and seeking innovative solutions to current global challenges.[356]

2.3.Arab Relations

2.3.1. UAE–Egypt Relations

The relationship between Egypt and the United Arab Emirates is characterized by a long history of fraternal cooperation and strategic alignment that began with the founding of the UAE. The late Sheikh Zayed bin Sultan Al Nahyan, may he rest in peace, was one of the pioneers in establishing these strong relations with the Arab Republic of Egypt. These ties were not fleeting but were based on a set of principles that strengthened Arab solidarity and made Egypt always one of the central pillars in the UAE's foreign policy. On the foundation of these enduring principles, His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, may

[356] Al Khaleej, *Khaled bin Mohamed bin Zayed and the Crown Prince of Bahrain discuss ways to enhance bilateral relations*, Al Khaleej, (November 26, 2024, Abu Dhabi). See https://www.alkhaleej.ae/2024-11-26

God protect him, continued to strengthen these relations in a manner aligned with modernization and the challenges of the contemporary era.

With His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan assuming the position of Crown Prince of Abu Dhabi, his vision for enhancing relations with Egypt is a natural extension of the foundations laid by the founder of the state, Sheikh Zayed bin Sultan Al Nahyan. Through his ongoing interest in developing these relations across various sectors, His Highness Sheikh Khaled contributes to reinforcing the shared positions between the UAE and Egypt and works toward achieving stability and progress across the entire Arab region.

The UAE–Egypt Cooperation Strategy

Under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Egyptian–Emirati relations have witnessed growing development, with His Highness focusing on enhancing cooperation in a range of vital areas, from politics and security to economy and culture. This interest has been reflected in numerous bilateral visits and meetings, during which His Highness has consistently sought to uphold the approach of his grandfather Sheikh Zayed in supporting Egypt, reaffirming the famous saying of Sheikh Zayed: "The rise of Egypt is the rise of all Arabs," which has become a guiding principle in shaping the UAE's foreign policy.

Developmental and Economic Support

In November 2024, during the G20 Summit in Rio de Janeiro, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan met with Egyptian President Abdel Fattah El-Sisi, with the focus placed on enhancing Egyptian–Emirati cooperation in several developmental sectors, most notably energy, infrastructure, and trade. The UAE's support for renewable energy projects, such as solar and wind energy, is considered part of His Highness Sheikh Khaled's vision to support Egypt in facing environmental and developmental challenges, particularly in the use of alternative energy sources. In addition, the UAE contributes significantly to the development of major projects in Egypt, such as roads and ports, which strengthens cooperation between the two countries and contributes to job creation and the promotion of economic development.[357]

Scientific and Cultural Cooperation

Bilateral relations have not been limited to economic aspects only, but have also included scientific and cultural cooperation. This period witnessed significant progress in the field of education, as the UAE worked to send Emirati students to study at Egyptian universities and supported Egypt in developing its educational programs by offering scholarships and aid. One of the most prominent agreements between the two countries was the opening of a branch of Al-

[357]Al-Ain News, Important meetings for the Crown Prince of Abu Dhabi with leaders of several countries on the sidelines of the G20 Summit, Al-Ain News, (November 19, 2024, Abu Dhabi). See the website: https://al-ain.com/article/uae-egypt-france

Azhar University in the UAE, which represents a qualitative step in strengthening academic cooperation between the two nations.[358]

Political and Diplomatic Coordination

On the political level, under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, the UAE continues to coordinate with Egypt on many regional and international issues, particularly those related to regional security and combating terrorism. This coordination has been manifested in various international forums, where the UAE and Egypt seek to achieve stability in the Arab region through resolving regional conflicts such as the Libyan crisis, the Yemeni crisis, and the issue of security in the Red Sea. This cooperation reflects full alignment between the policies of the two countries in confronting the shared challenges in the region.[359]

The relationship between the UAE and Egypt under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan represents a model of regional cooperation based on solid foundations of mutual support and common interests. Although His Highness is still in the early stage of political leadership, his efforts to enhance bilateral cooperation with Egypt have yielded tangible results in various fields. These efforts are built on the foundations laid by the late Sheikh Zayed bin Sultan Al Nahyan, may he rest in peace, and have been further entrenched by the policy of His Highness Sheikh Mohamed bin Zayed Al Nahyan, may God protect him, in promoting cooperation with Egypt in a way that contributes to the stability of the region and the achievement of joint development within a strategic alliance that reflects the shared ambitions of both countries.

[358] Al Bayan, *The UAE and Egypt: 50 Years of Historical Ties and Shared Values*, *Al Bayan*, (November 26, 2024, Dubai). See : https://www.albayan.ae/uae/news/2022-10-19-1.4539697

[359] Al-Ain News, Important meetings held by the Crown Prince of Abu Dhabi with leaders of several countries on the sidelines of the G20 Summit, Al-Ain News, (November 19, 2024, Abu Dhabi). See : https://al-ain.com/article/uae-egypt-france?utm_source=chatgpt.com

2.4. UAE Relations with South Asian Countries

UAE relations with South Asian countries constitute one of the dimensions of foreign policy adopted by His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, which contributes to expanding the UAE's international cooperation network. His political journey has not been limited to strengthening relations with Gulf and Arab countries only, but has also included strengthening ties with South Asian countries, particularly the Republic of India, which enjoys strong strategic relations with the UAE.

2.4.1. UAE relations with India

Since the founding of the United Arab Emirates in 1971, the late Sheikh Zayed bin Sultan Al Nahyan, may he rest in peace, was keen on building strong relations with India, recognizing the importance of this major country in South Asia from both economic and political perspectives. The UAE has worked to provide humanitarian support to India during various crises such as earthquakes and floods, reflecting the depth of relations between the two countries and the shared sense of humanitarian responsibility. The UAE has also adopted a policy of providing support during humanitarian crises experienced by India, enhancing the UAE's position in the international community as a humanitarian supporter and reliable partner in difficult times.

Strengthening the Strategic Partnership

Under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, may God protect him, UAE–India relations witnessed remarkable development, transforming from traditional relations into a comprehensive strategic partnership. This development culminated in the signing of the Comprehensive Economic Partnership Agreement between the UAE and India in May 2022, which entered into force to enhance economic and

trade cooperation between the two countries. The UAE, under the leadership of His Highness Sheikh Mohamed bin Zayed, has worked to deepen this partnership within the framework of promoting innovation and investment across various vital sectors, reflecting the UAE's aspirations to build balanced and sustainable relations with countries around the world.

The Role of His Highness Sheikh Khaled bin Mohamed bin Zayed in Enhancing Relations

In September 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan continued to strengthen bilateral relations between the UAE and India through an important visit to New Delhi, where he met with Indian Prime Minister Narendra Modi to discuss ways to enhance the strategic partnership between the two countries. During this visit, several strategic agreements were signed focusing on enhancing trade and investment between the two nations, supporting market movement, and creating new opportunities for Emirati and Indian companies. The focus was also placed on facilitating trade between the two countries by improving port operations and reducing costs, reflecting the UAE's efforts to make economic relations more dynamic and flexible.

Cooperation in Other Fields

The relations between the UAE and India have not been limited to the economic aspect but have extended to other fields such as technology, culture, and education. The UAE has shown great interest in enhancing cooperation with India in advanced technology and innovation, with a focus on promising future sectors such as artificial intelligence and renewable energy. Educational cooperation has also been strengthened, with the UAE working with India in higher education, student exchanges, and scholarship programs.

In addition, the UAE has adopted several cultural initiatives that contribute to enhancing mutual understanding between the Emirati and Indian peoples, such as organizing joint cultural and artistic events between the two countries, which enrich both Arab and Indian cultures.

Future Strategy

As part of the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan to strengthen international relations, the UAE focuses on leveraging cooperation with India to achieve sustainable economic development. This is evident in His Highness's policies, which

aim to achieve prosperity and growth through infrastructure development, support for innovative projects, and strengthening supply chains between the two countries. It is clear that His Highness pays great attention to opening new horizons in the bilateral relations between the UAE and India, thus aiming to achieve further cooperation in vital areas that contribute to the shared progress of both nations.

UAE–India relations represent a model to follow in bilateral cooperation based on mutual respect and common interests. The wise leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, may God protect him, has contributed to laying solid foundations for these relations, while His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan has played a pivotal role in enhancing these strategic ties in tangible ways. Work continues to develop these relations by exploring new areas of cooperation, reflecting the UAE's vision to achieve global leadership and build strategic partnerships that enhance stability and sustainable growth in the region and the world.

2.4.2 UAE–Pakistan Relations

As part of strengthening bilateral relations between the United Arab Emirates and the Islamic Republic of Pakistan, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, conducted an official visit to Pakistan. The visit aimed to enhance joint cooperation in various fields, including political, economic, and cultural domains, and to support the shared interests of both countries.

Objectives of the Visit and Enhancing Bilateral Cooperation

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan's visit to Pakistan comes at a critical time for the relations between the two countries, highlighting the importance of expanding cooperation in fields such as energy, infrastructure, and education, in addition to supporting major economic projects that contribute to promoting sustainable development in Pakistan. During the visit, ways to strengthen economic partnerships were discussed, along with expanding the volume of trade exchange and encouraging Emirati investments in Pakistan for the benefit of both peoples.[360]

[360] Al Khaleej, Khaled bin Mohamed bin Zayed concludes official visit to Pakistan, Al Khaleej, (February 27, 2025, Abu Dhabi). See the website: https://www.alkhaleej.ae/2025-02-27

The Honor Bestowed Upon His Highness

During this visit, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan was honored by the Government of Pakistan in recognition of his significant contributions to strengthening the bilateral relations between the UAE and Pakistan, as well as for his prominent role in supporting development in the region. His Highness was awarded the "Nishan-e-Pakistan," the highest civilian award in the country and the most prestigious honor granted by the Pakistani government, in appreciation of his efforts to enhance cooperation between the two nations on all levels. The President of the Islamic Republic of Pakistan, Arif Alvi, praised the efforts of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan in strengthening the bonds of friendship between the UAE and Pakistan, stating that this visit represents a new turning point toward further strengthening bilateral relations in the future. He also emphasized the importance of the support the UAE provides for development projects in Pakistan, which reflects the historical ties between the two peoples.

Political and Economic Dimensions of the Honor

The honor bestowed upon His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan by the Government of Pakistan is considered an important step in strengthening the UAE’s position on the international stage, particularly in the field of cooperation between Gulf and Asian countries. This recognition reflects Pakistan’s deep appreciation for the UAE’s efforts in enhancing stability and prosperity in the region, as well as the UAE’s continuous support for developmental projects that improve the lives of citizens in Pakistan.

The visit of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan to Pakistan served as a renewed boost to the relations between the UAE and Pakistan, as it addressed many important political and economic files. The honor awarded to His Highness by the Pakistani government reflects a profound appreciation for the bilateral relations between the two countries and for the UAE’s efforts in supporting regional security and stability.

2.5. UAE Relations with Southeast Asian Countries

2.5.1. UAE relation with Malysia

On May 23, 2023, the Malaysian capital, Kuala Lumpur, witnessed a historic event reflecting the depth of bilateral relations between the United Arab Emirates and Malaysia. His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, made an official visit to Malaysia, where he was received by His Majesty Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah, King of Malaysia, at the National Palace "Istana Negara." The meeting was also attended by His Royal Highness Crown Prince Hassanal Ibrahim Alam Shah of the Malaysian state of Pahang and several members of the royal family. His Highness and His Majesty exchanged cordial conversations that reflected the close strategic relationship based on mutual cooperation and friendship between the two peoples.[361]

Historical and Growing Relations:

The United Arab Emirates and Malaysia enjoy historical and continuously developing relations across various fields, ranging from political cooperation to economic and cultural relations. Since the establishment of diplomatic relations between the two countries, these ties have witnessed significant progress, positively reflecting on the level of bilateral cooperation in all areas. These relations, which span decades, have contributed to opening new horizons for both countries within the framework of joint efforts to achieve sustainable development and mutual growth.

[361] Al Khaleej, Khaled bin Mohamed bin Zayed arrives in Malaysia on an official visit, Al Khaleej, (May 22, 2023, Abu Dhabi). See the website: https://www.alkhaleej.ae/2023-05-22

Political and Diplomatic Cooperation:
In terms of political cooperation, relations between the UAE and Malaysia have witnessed notable development, with leaders of both countries exchanging official visits and diplomatic meetings to strengthen cooperation on various regional and international issues. In May 2023, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, visited Malaysia in a move that reflects the advancement of political and diplomatic relations between the two countries. This meeting played a significant role in enhancing strategic cooperation, building mutual understandings, and contributing to regional stability.

The King of Malaysia Honoring His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan:
During this official visit in May 2023, His Majesty Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah, King of Malaysia, awarded His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, two distinguished medals in appreciation of his great efforts in strengthening the bonds of friendship and cooperation between the United Arab Emirates and Malaysia. The two medals are:[362]

1. **The Highest Order of Pahang from the Royal Family:** The "Darjah Kerabat Sri Indera Mahkota Pahang Yang Amat Dihormati" – known as "D.K."
2. **The Most Distinguished Order of Defender of the Realm:** The "Seri Maharaja Mangku Negara" – known as "S.M.N."

This honor reflects Malaysia's great appreciation for the role of His Highness Sheikh Khaled in consolidating bilateral relations and enhancing cooperation between the two countries on political, economic, and cultural levels.

[362] Emarat Al Youm – WAM, *King of Malaysia receives Khaled bin Mohamed bin Zayed and awards him two high-ranking medals*, Emarat Al Youm – WAM, (May 23, 2023, Abu Dhabi). See the website: https://www.wam.ae/ar/details/1395303161228?utm_source=chatgpt.com

Economic and Trade Cooperation

Economic and trade relations between the UAE and Malaysia are considered one of the most prominent aspects of bilateral cooperation. The volume of non-oil trade exchange between the two countries witnessed significant growth, reaching USD 4.6 billion in 2022, reflecting the development of commercial relations between them. A number of strategic agreements were also signed in vital sectors, such as the "Unconventional Oil" concession agreement between the Abu Dhabi National Oil Company (ADNOC) and the Malaysian company Petronas. This cooperation in the energy sector reflects the mutual interest in boosting investments and expanding cooperation in energy and natural resources.

Cultural and Educational Cooperation

Cooperation between the UAE and Malaysia is not limited to political and economic fields only, but also extends to cultural and educational sectors. Both countries seek to strengthen cultural and artistic exchange through joint events and educational programs aimed at developing cultural ties between the two peoples. Student exchange programs also contribute to enhancing bilateral relations through the exchange of students and academic knowledge between universities and educational institutions in both countries. This cooperation helps build bridges of mutual understanding and enhances the benefits of cultural and educational expertise between the UAE and Malaysia.

Cooperation in Tolerance and Counterterrorism

The UAE and Malaysia share common values in the areas of tolerance and moderation, working together to promote these values regionally and internationally. The two countries also cooperate in combating terrorism and promoting regional and global peace, in alignment with their joint policies in addressing contemporary security challenges. Cooperation in this field is part of efforts to enhance regional stability and support global initiatives to achieve security and justice.

The UAE–Malaysia relationship continues to grow and evolve, supported by the visions of the leaderships of both countries to enhance cooperation across various vital sectors. Through these relations, the UAE seeks to achieve sustainable development and promote prosperity for both peoples, within a framework of cooperation and mutual understanding that reflects the vision of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, may God protect him, and His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, in strengthening the UAE's position on the international stage and opening avenues for cooperation with countries around the world based on respect and mutual interests.

2.6. UAE Relation with Latin America

2.6.1. UAE–Brazilian Relations

In November 2024, and on the occasion of fifty years of distinguished diplomatic relations between the United Arab Emirates and the Federative Republic of Brazil, the relationship witnessed continuous development in various fields. These official ties began on May 26, 1974, and since then, bilateral relations have evolved significantly on political and economic levels, contributing to the strengthening of the strategic partnership between the two countries.

The meeting between His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, and the Brazilian President in November 2024 marked a continuation of this distinguished relationship. His Highness discussed with Brazilian officials' ways to enhance cooperation in many vital fields. He also met with President Luiz Inácio Lula da Silva to discuss strengthening the strategic partnership between the UAE and Brazil in line with both countries' aspirations in the fields of trade, investment, energy, and education.

Economic relations between the UAE and Brazil represent one of the main pillars reflecting the development of ties between the two countries. Since 2008, the UAE has become Brazil's second-largest trading partner in the Middle East. Trade between the two countries continues to grow, with bilateral trade reaching AED 13.28 billion during the first eight months of 2024.[363]

The UAE is working to increase its investments in Brazil, which are estimated at around USD 5 billion. These include major companies such as Mubadala, DP World, Emirates Airline, First Abu Dhabi Bank, and Yahsat. These companies contribute to the development of infrastructure and the economic sector in Brazil, thus strengthening cooperation between the two countries across various fields.

Moreover, UAE–Brazilian relations are not limited to economic aspects, but also extend to cultural and artistic cooperation through joint events reflecting the cultural diversity of both

[363] Ihab Al Rifai, UAE and Brazil... A Strategic Partnership, Al Ittihad, (November 18, 2024, Abu Dhabi). See the website: https://www.aletihad.ae/news

peoples. Several agreements have also been signed in the fields of education and scientific research, contributing to the development of curricula and the exchange of academic expertise.[364]

This integration between the UAE and Brazil, which has continued for fifty years, reflects the commitment of both countries to developing and enhancing their partnership for the future and working together to promote peace, stability, and sustainable development at both regional and international levels.

2.7. UAE Relations with Southeast Europe

2.7. 1. UAE–Albanian Relations

Bilateral cooperation between the United Arab Emirates and the Republic of Albania is among the areas witnessing continuous development since the signing of the Economic Cooperation Agreement between the two countries in 2020. In support of this cooperation, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, conducted a working visit to the Republic of Albania, where he met with His Excellency Edi Rama, Prime Minister of Albania. The meeting addressed ways to strengthen bilateral relations in various fields to serve the interests of both friendly nations.

Economic and Trade Dimensions

In this context, positive growth was highlighted in the volume of relations between the UAE and Albania in several key areas, particularly in economic, investment, and trade sectors. His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan stressed the importance of expanding cooperation in these areas by exploring available investment opportunities in vital sectors such as energy, infrastructure, tourism, and others that serve the common interest of both countries.

[364]Al Ittihad, UAE and Brazil... A Strategic Partnership, Al Ittihad, (November 18, 2024, Abu Dhabi). See the website: https://www.aletihad.ae/news

The signing of the "Economic Cooperation Agreement" between the UAE and Albania in 2020 is considered a significant turning point in enhancing these relations. This agreement has contributed to opening new horizons for joint cooperation, increasing trade volume, and attracting Emirati investments into the Albanian market.

Regional and International Policies

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan affirmed that the United Arab Emirates believes that peace and stability are the two fundamental pillars of development and economic growth. He also emphasized that promoting security and stability in the region and the world is a core component of the UAE's policy in achieving sustainable development and prosperity for all nations and peoples.

This visit and the meetings held during it demonstrate the UAE's commitment to strengthening its relations with the Republic of Albania in a way that serves the interests of both countries across various fields and reflects the UAE's approach to expanding international cooperation and developing its bilateral relations in key sectors.

2.8. UAE–Kazakhstan Relations: A Strategic Partnership in Central Asia

As part of the United Arab Emirates' broader vision to strengthen its ties with **Central Asian countries**, the bilateral relationship between the UAE and the Republic of Kazakhstan has witnessed significant growth in recent years. This progress was crowned by a high-level official visit by His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan to Kazakhstan, which marked a pivotal milestone in enhancing economic, political, and technological cooperation between the two nations.

On 12 May 2025, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, paid an official visit to Kazakhstan, where he met with President Kassym-Jomart Tokayev. During the visit, His Highness held high-level meetings with senior Kazakh leadership, most notably the President of the Republic. Both sides reaffirmed their shared commitment to expanding cooperation in strategic sectors such as renewable energy, artificial intelligence, sustainable development, education, and cultural diplomacy.[365]

[365] Sharjah 24, Crown Prince of Abu Dhabi and the President of Kazakhstan Witness Exchange of Agreements, Sharjah 24 (Sharjah, 12 May 2025) Available at: https://sharjah24.ae/ar/Articles/2025/05/12/al066

The visit resulted in the signing of 22 agreements and memoranda of understanding, with a total value exceeding 5 billion US dollars. These agreements laid the foundation for joint investment projects, research partnerships, and youth and student exchange programs between universities in both countries. Kazakhstan also expressed deep appreciation for Sheikh Khaled's pioneering role in shaping a forward-looking leadership model.

The UAE–Kazakhstan relationship is expected to continue evolving into a sustainable long-term partnership that contributes to regional stability, fosters innovation-driven economies, and facilitates global exchange of knowledge and leadership values.

This visit comes within the context of the strong ties that have linked the UAE and Kazakhstan for over three decades, and which have significantly strengthened in recent years, particularly following the signing of the long-term strategic partnership agreement in 2021. Kazakhstan is considered a key strategic partner for the UAE in Central Asia, with both nations cooperating on numerous regional and international initiatives, including the Shanghai Cooperation Organization, where the UAE holds the status of a "Dialogue Partner."

This visit reflected not only the growing political trust between Abu Dhabi and Nur-Sultan (Astana), but also the UAE's strategic positioning as a gateway between the Arab Gulf and Central Asia. It is expected that UAE–Kazakhstan relations will continue to evolve into a long-term partnership that contributes to regional stability, innovation-driven economies, and the global exchange of knowledge and leadership values.

3. The Policy of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan in Light of Soft Power Theory

After analyzing the policy of His Highness Sheikh Mohamed bin Zayed Al Nahyan through the lens of transformational leadership theory and its impact on the UAE's domestic policy, we can now move to analyze his foreign policy through the framework of soft power theory. In this

context, the visits of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan to various countries represent ideal models of utilizing soft power to strengthen international relations and advance the UAE's strategic interests.

3.1. Soft Power in the UAE's Foreign Policy

The United Arab Emirates enjoys a long history of strong and diverse international relations, and His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is one of the leading figures in building and strengthening these relations on the international stage. The UAE's foreign policy represents a distinguished model in the use of soft power to enhance its position regionally and internationally. In this context, the policies of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan can be analyzed within the framework of soft power theory developed by political scientist Joseph Nye.

Soft power is defined as the ability to influence others and attract them to achieve goals through non-coercive means such as culture, shared values, education, and international cooperation, rather than relying on military or economic power. It contrasts with hard power, which depends on military or economic force to achieve objectives. According to Joseph Nye, soft power includes three fundamental dimensions:

1. **Culture** – A country's ability to present its culture to others in an appealing way.
2. **Political values** – Principles of justice and democracy reflected in the state's policies.
3. **Foreign policy** – The ability of the state to manage its relations with other countries in a way that promotes its interests through mutual cooperation.[366]

The theory of soft power is one of the essential tools in the UAE's foreign policy, especially under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan. Soft power refers to the ability to influence others and achieve national goals through non-coercive tools such as culture, political values, and cooperation in various fields. This power enables countries to strengthen their relations with others in a way that enhances their global image and helps create a productive environment of international cooperation.

The United Arab Emirates, under the leadership of His Highness President Sheikh Mohamed bin Zayed Al Nahyan and the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, has become one of the leading countries applying soft power in international relations. It focuses on energy, technology, cybersecurity, and education, in addition to strengthening its relations with countries around the world through international

[366] Joseph S Nye, Soft Power: The Means to Success in World Politics (PublicAffairs 2004) 11–15.

agreements in these fields. We will analyze how these policies are embodied within the framework of soft power theory.

3.2. Applying Soft Power in Energy

3.2.1. in the Field of Energy

Energy is one of the most prominent areas in which the UAE has utilized as a tool of soft power to enhance its international standing. Through its investments in renewable energy projects, the UAE demonstrates its ability to influence other countries through cooperation in energy and sustainable development.

The UAE is a pioneer in the field of renewable energy, especially through the Masdar City project and Shams 1 Solar Power Plant, which is one of the largest solar energy projects in the world. Through these initiatives, the UAE sends a strong message to the world that it is committed to transitioning to clean energy and is investing in innovation for sustainable development.

International Investment in Energy: Through massive investments in the energy sector around the world, such as its partnerships with major energy companies in the United States, Asia, and Africa, the UAE seeks to build solid relationships with countries that are partners in achieving global goals to reduce carbon emissions and fulfill the United Nations Sustainable Development Goals.

The Global Energy Forum: The UAE's hosting of events such as the International Energy Forum and the Abu Dhabi Energy Summit contributes to enhancing its position in the field of energy on the global stage and helps to spread its culture related to renewable energy. Through these events, the UAE is able to showcase its leadership in clean energy and contribute to reshaping global energy policies.

Relations with Countries Through Energy: International energy agreements with countries such as Saudi Arabia, China, and the United States are considered an effective tool for building strategic relationships based on cooperation and exchange in the field of energy. Through these agreements, the UAE demonstrates its commitment to contributing to solving global issues related to energy and the environment.

3.2.2. In the Field of Technology and Innovation

Technology as a New Form of Soft Power

Technology represents one of the vital fields through which the UAE contributes to strengthening its soft power. His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

places this sector at the forefront of his priorities. The UAE seeks to be a global hub for technology and invests heavily in digital infrastructure, attracting global technology companies such as Google and Microsoft.

1. **Masdar City:** Masdar City in Abu Dhabi is considered one of the most important projects in the field of technological innovation. It is an environmentally friendly city that relies on renewable energy and artificial intelligence technologies. This city attracts technology companies from all over the world, contributing to the dissemination of Emirati values in the field of innovation and advanced technology.
2. **International Partnerships:** Through cooperation with technologically advanced countries such as the United States and many European Union countries, the UAE enables itself to benefit from the latest technologies. Such partnerships are considered tools of soft power that grant the UAE an influential role in determining global innovation trends.
3.

Technological Agreements as Tools of Smart Influence

Technological agreements with countries such as the United States and China — including investments in artificial intelligence and fifth-generation (5G) technologies — are an example of how technology is used as a tool of soft power. These agreements contribute to increasing the UAE's influence and strengthen its economic and political relations with those countries.

3.2.3 Foreign Policy in the Field of Cybersecurity

Cybersecurity as a Tool of Soft Power

Cyber threats represent a major challenge in the digital age. Therefore, cybersecurity has become one of the essential areas through which the UAE enhances its ability to influence the international arena. The UAE seeks to be at the forefront of countries advancing in the field of cybersecurity, as reflected in its strategies for cooperation with countries and international institutions to promote digital stability.

UAE Cybersecurity Center: The establishment of specialized cybersecurity centers in the UAE, such as the National Cybersecurity Center, enhances its position in this vital field. Through this center, the UAE contributes to the exchange of knowledge and expertise with other countries to strengthen joint efforts to combat cybercrime.

Security Agreements: The UAE has concluded many agreements with countries such as the United States and the United Kingdom regarding the protection of digital infrastructure. These agreements help to enhance cybersecurity, granting the UAE additional influence on the global level in the areas of digital security.

3.2.4. Foreign Policy in the Field of Education: Education as a Tool of Soft Power

Education in the United Arab Emirates constitutes one of the aspects of soft power that contribute to improving its international image. Under the leadership of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, the UAE focuses on achieving academic excellence and strengthening educational cooperation with other countries.

Global Universities: Attracting global universities to the UAE, such as New York University and Sorbonne University, reflects the efforts made by the state to develop its educational system and make the UAE a global center for academic excellence.

International Scholarships: By offering scholarships to international students, the UAE enhances its image as an investor in human capital and strengthens its role as a major supporter of science and education in the world.

3.3. International Relations and Agreements with Countries Strengthening Soft Power through International Agreements

Agreements with countries such as China, the United States, the United Kingdom, and the Gulf states are considered an essential part of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan's policy to strengthen strategic relations. These agreements are not limited to economic fields only, but also include areas such as energy, technology, and cybersecurity.

The foreign policy of the UAE under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan and the vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is another example of using soft power, through the UAE's commitment to enhancing international cooperation, especially in the areas of security and development. Through active participation in international organizations such as the United Nations, the Organization of Islamic Cooperation, and the G20, the UAE has been able to strengthen its relations with countries around the world, contributing to the promotion of regional and international stability. One of the most prominent examples of this is the UAE's role in mediation efforts and humanitarian work in conflict areas, such as supporting peace efforts in Yemen, Syria, and Libya.[367] This type of policy demonstrates the UAE's commitment to human values, which enhances its ability to influence global politics through non-coercive means.

In light of the theory of soft power, it can be said that the foreign policy of His Highness Sheikh

[367] Ministry of Foreign Affairs – United Arab Emirates, UAE's Humanitarian and Mediation Efforts in Conflict Zones: Yemen, Syria, and Libya (MOFA 2023) https://mofa.gov.ae/en/mediahub/news/2023/Conflict-Zone-Humanitarian-Mediation accessed 20 April 2025.

Khaled bin Mohamed bin Zayed Al Nahyan clearly shows how countries can use non-coercive means to achieve their goals and enhance their international status. Through innovative strategies in the fields of energy, technology, cybersecurity, and education, the UAE achieves significant influence on the global stage while maintaining strong relations with various countries around the world.

These policies represent a strategic vision aimed at the thoughtful use of soft power to strengthen the UAE's position as a main supporter of sustainable development, innovation, and digital security at both the regional and international levels.

3.4. A Critical Analysis of the Use of Soft Power in the Foreign Policy of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan

The use of soft power by His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is one of the most prominent features of modern UAE foreign policy. However, the greatest challenge remains in the UAE's continued ability to benefit from these soft tools amidst international changes. Some countries may find it difficult to distinguish between soft power and economic or military power, as soft power is sometimes used to facilitate economic expansion, which could lead to political tensions between major powers.
What distinguishes the foreign policy of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is the balance between the use of soft and hard power, which enables the UAE to maintain its global status within a framework of mutual respect and sustainable international cooperation.

From this, we conclude that the theory of soft power is an effective tool for analyzing the foreign policy of the UAE during the era of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan. Through strengthening cultural relations, adherence to human values, and supporting global economic initiatives, the UAE has succeeded in solidifying its position as a soft power on the international stage. The policy of His Highness Sheikh Khaled greatly relies on building relationships based on cooperation and cultural and economic exchange, contributing to the enhancement of the UAE's global image as a main supporter of peace and sustainable development.

.3.5. The Leadership Message – Towards a New Generation of Leaders

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan does not seek to be merely a traditional leader, but rather aims to redefine the meaning of leadership with a new concept that

reflects his aspirations and visionary directions for the future of the UAE and the Middle East. He aspires to bring about a qualitative shift in the way leadership is understood, relying on a vision focused on human values and direct interaction with society. In this context, his leadership message can be summarized in the following points:

- **Leadership is not an office, but a presence**

His Highness Sheikh Khaled does not believe that leadership lies only in positions or offices, but in actual and continuous presence among the people. True leadership is that which appears in action and field presence, where the leader is part of the movement of society and feels its challenges and concerns.[368] His Highness believes that a leader should be close to the people, hear their pain and dreams, and participate in building their future.

- **Leadership is not words, but impact**

Words may be part of leadership, but action is what leaves the real impact. A true leader does not suffice with promises and speeches but translates his words into tangible actions that affect the lives of individuals and communities.[369] Through his work, His Highness Sheikh Khaled seeks to bring about real changes that affect citizens and the world around them, leaving a lasting mark.

- **Leadership is not authority, but service**

Far from the traditional view that links leadership with authority and dominance, His Highness Sheikh Khaled sees that true leadership is service to the people. The leader is the one who places the interests of others above his own and works to achieve the welfare and prosperity of his people.[370] His Highness sees leadership as meeting people's needs and working for their advancement without using his position for personal benefit.

- **Leadership is not isolation, but balance**

Leadership is not isolation from society or from daily challenges, but a path of balance between personal and professional aspects.[371] His Highness Sheikh Khaled adopts this approach, finding a balance between interacting with people on the one hand and performing his leadership responsibilities on the other. He balances innovation and development while preserving traditional values that ensure the stability and safety of society.

Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, through his leadership message, seeks to reshape the concept of leadership in the region and the world, where leadership becomes an

[368]Shinka Management, The Power of Leadership Presence (Shinka Management, 2024) https://shinkamanagement.com/leadership-presence/ accessed 20 April 2025.

[369] Matt Mayberry, The Transformational Leader: How the World's Best Leaders Build Teams, Inspire Action, and Achieve Lasting Success (Wiley 2024)

[370] Simon Sinek, Leaders Eat Last: Why Some Teams Pull Together and Others Don't (Portfolio 2014)

[371] Dale Carnegie, How to Develop Self-Confidence and Influence People by Public Speaking (Simon & Schuster 1956).

effective force and a true service to society. This message is not only inspiring but also a call to the new generation of leaders for innovation and creativity, and to work in a spirit of solidarity and humanity, with the aim of building a better, more balanced, and prosperous society.

8. Conclusion

8.1. Findings

In light of the profound transformations witnessed in the twenty-first century at the political, economic, and social levels, the need has become urgent to reconsider traditional concepts of leadership, and to shift from authoritarian and centralized models to flexible, human, and visionary leadership models. From this standpoint, the experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan cannot be understood in isolation from this changing global context, as his leadership experience represents a living embodiment of the idea of "quiet transformation" in the structure and functions of the state.

The multi-dimensional analysis in this book has shown that His Highness does not belong to the type of leaders who manage power from the top, but rather to those who redefine it from within, based on a deep understanding of reality, a moral commitment to serving humanity, and a strategic vision that anticipates the future without breaking with heritage and identity. He is a leader who practices governance as an ethical responsibility, not merely a political function, and establishes a philosophy of governance based not only on what is possible today but on what is necessary for a more stable, dignified, and prosperous tomorrow.

It has become clear that his leadership approach is based on four central pillars:

1. Direct interaction with society as a foundation for legitimacy.
2. Integrating technology and artificial intelligence as tools of good governance.
3. Adopting the transformational leadership model as a mechanism for reshaping institutions and minds.
4. Maintaining balance between firmness and compassion, between the state and society, between strategy and humanity.

   The experience of His Highness Sheikh Khaled is presented in this book not only as a local model, but as a global one that is subject to study, emulation, and development, especially in light of the challenges facing societies in rebuilding trust between the citizen and the state, and reformulating the social contract on new foundations that combine efficiency, justice, and dignity.

   Thus, this book does not aim to document the journey of a leader as much as it seeks to build a contemporary leadership theory, drawing its legitimacy from experience, not theorization, and from practice, not slogans. It therefore offers a genuine addition to the

literature of leadership and political transformation, and provides an academic reference that can be relied upon in academic circles, decision-making centers, and leadership education curricula.

Perhaps the most prominent lesson from the experience of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan is that leadership in our current era is no longer merely an art of administration, but has become a comprehensive strategic message that requires awareness of the human being, the ability to adapt, and the courage to change, without abandoning constants.

Hence, the future of leadership, if it is to be sustainable and humane, must pass through such exceptional experiences that combine authenticity and renewal, and build a leadership model rooted in Arab culture, yet open to the horizons of the contemporary world with all its complexities and opportunities.

His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, has demonstrated through his wise vision and strategic outlook a prominent role in modernizing and developing the UAE's policy both internally and externally. The features of this leadership have been evident in several key areas that have had a significant impact on the country's renaissance and its enhanced position regionally and internationally.

Sheikh Khaled's domestic policy was based on empowerment and innovation, where he excelled in applying the theory of transformational leadership in a distinguished manner. He was close to the people, listened to them, cared about meeting their needs, and took into account their hopes and ambitions. His Highness was distinguished by his effective use of body language, as his gestures and communication style were characterized by transparency and sincerity, which gave citizens a sense of trust and security. Thus, His Highness was a living example in his interaction with his people, motivating them to actively participate in the sustainable development process. This transformational leadership contributed to empowering individuals and enhancing their role in the homeland's progress.

On the external level, His Highness Sheikh Khaled was a devoted advocate of strengthening the UAE's international relations. He skillfully applied the theory of soft power, and through his wise diplomacy, succeeded in enhancing the country's position in its Arab and international environment. His charismatic personality and sound leadership played a major role in building bridges of cooperation with many countries, and he

succeeded in improving the image of the UAE on the international stage by promoting the values of peace and stability, making the UAE a role model in the field of foreign policy.

8.2. Recommendations

Within the framework of these policies, great hopes remain that His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE and restorer of Arab glory, along with His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, will serve as pivotal leaders in realizing genuine Arab unity under the banner of the United Arab Emirates. Based on their principles, ideas, and their deep vision in the fields of energy, technology, and cybersecurity, the hope for achieving Arab unity is steadily moving toward becoming a reality. Through the strategic initiatives he has adopted, His Highness launched the idea of pan-Arab cooperation, affirming that the UAE will be the central force in fostering this unity, driven by a profound belief in Arab solidarity and a deep commitment to collective action in the face of global challenges.

The road to Arab unity remains long, but thanks to the UAE's wise leadership and visionary thinking, His Highness Sheikh Mohamed bin Zayed Al Nahyan and His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan represent the true hope for reviving the glory of the Arab nation. Under this leadership, the UAE will continue to be a reference in leadership, development, and joint Arab cooperation. The legacy of Sheikh Zayed will live on in every step toward a prosperous and powerful future for the Arab world.

Therefore, the author proposes the following initiative aimed at strengthening Arab unity under wise Emirati leadership:

• Initiative: "Zayed's Legacy for Arab Unity in Energy, Technology, and Cybersecurity"

A project infused with the spirit of Zayed, the foresight of Sheikh Mohamed bin Zayed, and the realism and vision of Sheikh Khaled bin Mohamed bin Zayed… A fusion of a glorious past and a modern vision in a single heart.
Today, through this initiative, we are not merely commemorating a legacy, we are reviving a project we believe will be, God willing, the first practical cornerstone of a new Arab unity… on Zayed's land, with Mohamed's determination, and through Khaled's vision.
This project reflects a genuine intellectual leadership that transcends security and technology and extends to the reconstruction of the dignity of the entire Arab nation.

As a result of the clear vision of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan in foreign policy and his deep interest in enhancing the UAE's leading role on the international stage, and in confirmation of the UAE's pivotal presence in the fields of energy,

cybersecurity, and technology, I launched, in December 2024, an unprecedented strategic initiative titled:

“Zayed’s Legacy for Arab Unity in Energy, Technology, and Cybersecurity.”

The initiative is the result of both personal and methodological efforts, involving collaboration with a group of academics, ambassadors, consuls, security advisors, and experts in energy and technology from various Arab, European, and global countries. The aim was to explore the feasibility of achieving Arab unity under UAE leadership in these vital domains.

The development of this initiative included personal interviews with diplomats, parliamentarians, former ministers, and international experts in the areas of focus. These efforts were intended to craft a clear roadmap that outlines the strategy for achieving Arab unity in energy, cybersecurity, and technology, ready for implementation by His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, and His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi.
The initiative aligns with the UAE’s national vision and goals, reflecting the commitment of the wise leadership to enhancing the country’s position as a major supporter of Arab unity in the modern era.

Reviving Sheikh Zayed’s Dream
This initiative represents a revival of the project envisioned by the late Sheikh Zayed bin Sultan Al Nahyan, may he rest in peace, who dreamed of true Arab unity led by the UAE to restore the pride and glory of the Arab nation.

In this context, the second part of this book will cover UAE-Arab relations during the time of Sheikh Zayed, the founder of the Union, who believed that the future of the Arab world can only be achieved through unity and joint action. The book (currently in progress and soon to be published) will also explore how this unity can be achieved today under the wise leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, seen as the leader of the Arab nation, and the Crown Prince of Abu Dhabi, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, whose visionary leadership seeks to restore the pride and strength of the Arab world.

This initiative is not a mere remembrance, it is the revival of a pan-Arab project rooted in the legacy of Sheikh Zayed and shaped by the modern vision of Sheikh Mohamed bin Zayed and the forward-thinking ideas of Sheikh Khaled bin Mohamed bin Zayed in the fields of energy, technology, and cybersecurity. Through this initiative, the UAE seeks to rebuild Arab unity in accordance with modern standards, strengthening integration among Arab states that collectively represent a major strategic force globally.

Objectives and Strategic Dimensions of the Initiative

Since its launch, the initiative has been shaped around a comprehensive vision based on three main strategic pillars:

1. Integration of clean and smart energy.
2. Joint technological transformation.
3. Unified Arab cybersecurity strategy.

This was achieved through collaboration with over 22 Arab and foreign countries, presenting practical ideas on how to implement this unity through diplomacy and joint cooperation in strategic fields. All participants endorsed the UAE's leadership vision, affirming the importance of the UAE as the future leader of this project.

Widespread International and Arab Reception

Since its announcement, the initiative has received wide official and academic support in Arab and international capitals. All expressed readiness to work within this framework, looking forward to an Emirati leadership role under the guidance of Sheikh Mohamed bin Zayed and Sheikh Khaled bin Mohamed bin Zayed.

Zayed's legacy is reborn...

"From Zayed, the dream began—and on his land, unity will rise again..."

The **"Zayed's Legacy"** initiative does not only seek to honor Sheikh Zayed's memory but also to resume his project of unity using modern tools. It is a historic document that chronicles UAE–Arab relations and demonstrates how the UAE has always been a vital part of the Arab dream—working to achieve unity and cooperation grounded in modern technologies and mutual protection among Arab nations.

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Practical Applied Appendix

Applied Appendix

This applied appendix is not merely an academic material prepared for the student to enable them to grasp a clear idea about the contemporary strategic aspect and the foreign vision of states in the 21st century, but it also delves into the philosophical and guiding depth of contemporary leadership education. This grants it a refined cognitive dimension that goes beyond exercise and practice to the construction of leadership awareness and strategic thinking for students. Critical thinking activities have also been included, which will enhance the analytical and leadership dimension for students, giving them the ability to gain a deeper understanding of politics and strategy through questioning, evaluation, and comparison—not memorization or repetition.

The Importance of Applied Questions and Analytical Discussions in This Book

In line with modern educational trends that emphasize the student as the center of the educational process, and in response to the requirements of contemporary university education which focuses on practical skills, analytical ability, and actual preparation for the job market and decision-making, this book does not rely solely on the theoretical side of analyzing transformational leadership, but also includes a selected set of:

Diverse analytical questions
Open classroom discussions
Case studies inspired by reality
Interactive classroom activities

The aim is to achieve a balance between theory and application, and to provide a ready and comprehensive material for both students and professors, in alignment with modern educational curricula based on active learning and deep conceptual analysis instead of rote memorization.

First: The Importance of These Questions for University Students

- Makes the student a partner in producing knowledge through analysis and discussion, not just a recipient of information.

- Helps them understand the real-life dynamics of leadership through case studies inspired by reality, rather than relying on theoretical frameworks alone.
-Provides them with skills in critical thinking, decision-making, and understanding of the political and social environment.
-Prepares them to be ready for practical execution and professional practice upon graduation, especially in the fields of leadership, management, public policy, and education.

Second: The Importance of This Applied Material for the University Professor

- Makes it easier for faculty members to perform their tasks by providing practical material designed to align with educational objectives.
- Allows them to diversify teaching methods between lectures, discussions, role play, and video analysis, which motivates students and increases classroom engagement.
- Helps them assess understanding and application through direct educational tools (analysis – discussion – offering solutions – simulating leadership situations).

Third: The Importance of the Personality of Sheikh Khaled bin Mohamed bin Zayed in the Applied Context

The selection of the personality of Sheikh Khaled bin Mohamed bin Zayed as an applied model in this chapter was not random, but based on well-considered educational, psychological, and political reasons, including:

- He is a young, contemporary leader whose image and performance resonate with the aspirations of the younger generation.
- He possesses the traits of true transformational leadership: vision – inspiration – motivation – closeness to the people – empowerment.
- He is a beloved and influential political figure in the Emirati reality, and enjoys broad respect among Arab youth.
- He represents an inspiring model that students can be influenced by and emulate in their future leadership journeys, whether within their countries or on the international stage.

Moreover, analyzing his body language, field behaviors, and human style of communication provides a living material that helps students gain a deeper understanding of contemporary leadership concepts.

Attachments to This Section:

This chapter is attached with a rich set of:

Classroom questions and discussions
Realistic case Studie
Simulation scenarios
Applied activities designed to serve the goals of active learning

These can be used directly by the professor in the classroom, and students can implement them as research assignments or individual/group projects.

Discussion Activities and Case Studies

This book present to you a set of analytical questions, case studies, and interactive discussions that help students understand the relationship between body language and transformational leadership, using the model of Sheikh Khaled bin Mohamed bin Zayed as an applied starting point.

Discussion Activities and Case Studies

Chapter: Body Language in the Making of a Beloved Leader

(Within the Experience of Sheikh Khaled bin Mohamed bin Zayed)

First: Academic Analytical Questions for Students

1. What is meant by body language? And how does it contribute to enhancing "leadership charisma"?

   Discuss with examples from contemporary leaders.

2. In light of transformational leadership theory, how is body language a tool for psychological motivation?

3. What is the difference between spontaneous and artificial body language? And how can they be distinguished in public or media appearances?

4. What is the significance of a sincere smile in political body language? And when does it become a tool of popular communication?

5. In your opinion, can body language reflect the leader's true intention to serve his people, even without speaking? Give examples.

Second: Applied Case Studies

Inspired by real-life situations involving Sheikh Khaled bin Mohamed bin Zayed

Case Study (1)

"Sheikh Khaled bin Mohamed bin Zayed's surprise visit to a public school"

Description:

During an unannounced field visit to a school in Abu Dhabi, Sheikh Khaled appeared interacting with students with a smile. He sat beside one of them, placed his hand on his shoulder, and listened to a teacher without interrupting, gently nodding his head while maintaining eye contact.

Suggested Student Analysis:

How do you interpret these non-verbal cues?

What messages did the leader convey through his body language without speaking?
How did these behaviors enhance his image as a leader close to the people?

Case Study (2)
"The National Youth Dialogue Session"
Description:
In one of the sessions in which Sheikh Khaled participated within a national youth forum, he sat in a circular chair arrangement among the youth, did not use the official platform, rested his hands on his knees, and spoke in a soft tone with informal language. He physically engaged when someone spoke and smiled for a long time when someone presented a new idea.
Discussion Questions:

1. How did this behavior reflect the concept of the "beloved leader" in a youth environment?
2. Discuss the relationship between lowering the physical barrier (not using the platform) and communication effectiveness.
3. What psychological impressions can be formed among youth from this type of body language?

Case Study (3): "Graduation Speech for a Police Cadet Class"
Description:
During a graduation ceremony at the Police Academy, Sheikh Khaled personally greeted each graduate, looked them in the eyes, occasionally used a two-handed handshake, and smiled confidently as he walked among them, maintaining an upright and steady posture.
Analytical Questions:

1. How do these gestures influence the building of mutual respect between the leader and security personnel?
2. What is the difference between a formal handshake and one that includes eye contact and a smile?
3. What message did the leader convey without speaking?

Case Study (4): "A Surprise Visit to a Community Construction Site"
Description:
In one of the citizen housing projects, Sheikh Khaled visited the site without prior announcement, spoke to the workers in simple language, placed his hand on one of their

shoulders, and listened attentively while raising his eyebrow as a sign of wonder or inquiry, then nodded positively at the end of the conversation.

Analytical Questions:

1. What is the significance of the head nod and eyebrow movement in this context?
2. How does body language here express fairness and respect for the working class?
3. Discuss how this visit could psychologically impact those working at the site.

Case Study (5): "Sheikh Khaled at the Sustainable Energy Forum"

Description:

During a speech on the future of clean energy, Sheikh Khaled used his hands with steady and consistent movements, gestured toward the audience while speaking, raised his hand when talking about the "future," and lowered his tone when discussing environmental challenges.

Analytical Questions:

1. How were the hands used to emphasize the content of the speech?
2. Discuss the relationship between vocal rhythm and body language in influencing the audience.
3. How are these non-verbal tools used to build a persuasive political speech?

Case Study (6): "Visual Contact in a Community Majlis"

Description:

In one of the Ramadan gatherings attended by Sheikh Khaled, it was noted that he did not use his phone or written notes but sat with full concentration, maintaining direct eye contact with speakers, and repeated some phrases through body language (nodding, leaning forward).

Analytical Questions:

How does this behavior enhance the sense of respect within the local community?
Discuss the difference between "active listening" and "formal listening" in leadership.
What is the role of "leaning forward" in sending signals of interest and attention?

Case Study (7): "Sheikh Khaled at Innovation Events"

Description:

During one of the "Innovation Week" events, Sheikh Khaled was seen wearing relatively informal clothes, shaking hands with young inventors spontaneously, laughing with them, looking attentively at their models, and pointing to them with his finger while discussing the details.

Analytical Questions:

Do the clothing and body tone reflect "horizontal communication" or "hierarchical communication"?

How do these gestures reflect the encouragement of initiative?

What difference does this body language make in a youth environment?

Case Study (8): "The Silent Stance"

Description:

During a national occasion attended by Sheikh Khaled to honor a martyr, he stood in a moment of silence, did not speak, placed his right hand on his heart and faced the national flag. No verbal speech was delivered.

Analytical Questions:

How can body language here express national feelings deeper than words?

Discuss how such silent gestures are used to enhance loyalty and belonging.

How does this type of language differ from regular political speech?

Fourth: In-Class Applied Activity

Activity (1): "Image Reading"

The instructor presents students with a set of photos of Sheikh Khaled in official or public settings and asks each group to analyze the body language in the image in terms of:

Facial expressions

Hand movements

Physical distance between him and others

Level of eye contact

Sitting or standing posture

Then each group answers:

What message did the leader intend to convey through his body language?

Does this message align with the traits of transformational leadership?

Activity (2): "Body Language Translation"

The instructor shows a short video clip of Sheikh Khaled's speech without sound and asks students to analyze:

Facial expressions

Gestures

Body interaction with the audience

Then they are asked to write “the speech the leader might have said” based only on body language!

Activity (3): "Compare Leaders"
Choose a video of two leaders speaking at the same type of event (e.g., an international forum), and ask students to compare:

Body language (stance – facial expression – hand use – level of firmness)
The expected psychological impact of each
Then write a short analysis titled: “Body Language and the Image of the Leader in the Eyes of the People”

Activity (4): "The Silent Leader’s Body Language"
Each student is asked to act out a leadership situation (such as supporting a discouraged employee, motivating a team, or responding to a public inquiry…) using body only.
Their classmates analyze their body language and explain what message they received.

Activity (5): "Body Language Across Cultures"
Students are asked to compare Emirati body language with that of another culture (e.g., Japanese or European).
What expresses respect? Humility? Leadership?
Outputs: comparison table – short presentation – cultural analysis.

Activity (6): "Silent Video Analysis"
A silent video of Sheikh Khaled is shown.
Students are asked to write a body-only analysis, then:

o **Guess the emotions: Is he engaged? Firm? Friendly?**
o Write a possible speech based solely on body language.

Activity (7): "Body Language in Crisis"
A scenario is presented: a natural/economic crisis.
The student is asked to write how a leader should act with their body (even before speaking).

Should they stand? Sit? Hug someone? Look into the camera?

Students evaluate each other based on the messages conveyed without words.

Fifth: Role-Playing Activity
Silent Leadership Simulation Game
A student is asked to act as a "leader" in an official situation (without speaking) and to build communication with other students solely through body language (standing, smiling, nodding, eye contact…).
Then the students analyze the performance and answer:
What message was understood from their movements?
Did they feel he/she was close to them or not? Why?
How can the leader adjust their body language to be more effective?

Sixth: Student Short Project
"Body Language in Emirati Political Speech: A Comparative Analysis"
The student is asked to:
Choose an official video clip of Sheikh Khaled and another of a different leader.
Analyze each clip using body language criteria (eye contact, body posture, gestures, interaction with the audience...).

Write a 1–2-page academic report including:

Case description

Analysis

Results and conclusions

Relationship to transformational leadership

Additional Questions and Discussions on Body Language
(Within the analysis of Sheikh Khaled bin Mohamed bin Zayed's experience)

First: Advanced Analytical Questions for Students

1. How does a leader's standing or sitting posture shape psychological impressions for the audience?
    - Does body language differ between formal and field occasions? Explain.
2. Discuss the impact of "physical distance" between the leader and the audience in shaping psychological and political closeness.

- Example: Sheikh Khaled sitting among students in an informal session.

3. What is the relationship between consistency of body language and verbal speech? How does a contradiction between them affect a leader's credibility?
4. Can "silent language" be stronger than words? Discuss with examples.
5. How are facial expressions used strategically during crises or public speeches?

Second: Open Classroom Discussions (Thought-provoking Questions)

1. Do you believe a leader is born with influential body language, or is it acquired?
2. What is the most noticeable gesture you observe in Sheikh Khaled? What does it personally mean to you?
3. Do you think physical closeness in modern leadership contradicts protocols? Or does it reflect authentic popular leadership?
4. Is there a "special body language" in the Emirati personality? How is it reflected in leadership?

Fictional Scenarios for Training and Acting

Scenario (1): "Unexpected Public Visit"
You are a leader entering a public council for the first time, and people don't know you well.
Task: How do you use your body language to build initial trust?
The student acts – colleagues evaluate "acceptance" and "warmth" without words.

Scenario (2): "Responding to Media Criticism"
At a press conference, a journalist asks a sharp question.
What is your body reaction? (Eyes – Eyebrows – Hand placement – Sitting posture)
The activity links between psychological composure and defensive/wise body language.

Scenario (3): "Symbolic Visit"
You are visiting a field leader and happen to be in a silent moment of exhaustion among people.
Do you stay silent? Place a hand on a shoulder? Sit with them?
Task: Use body language that expresses solidarity in silence.

Final Project (Practical Graduation Project) – Unit: Body Language in Building a Beloved Leader

Project Title:

"Body Language in Political Leadership: An Analytical and Applied Simulation of the Experience of Sheikh Khaled bin Mohamed bin Zayed"

Main Objective of the Project:

The student should be able to:

Analyze and understand the leadership role of body language in political influence.

Link body language to transformational leadership and community communication.

Apply this knowledge through an acting scene or media initiative simulating a real leadership personality.

Transform theoretical understanding skills into expressive and leadership field performance.

Project Components (Executed in stages – group or individual work)

Phase One: Analysis

Task:

Choose 2–3 real video clips of Sheikh Khaled (field visits, youth meetings, official speeches).

Analyze body language in each scene regarding:

Facial expressions

Hand movements

Eye contact

Posture (standing/sitting)

Physical distance with others

Output:

An analysis paper (2–3 pages) including:

Scene description

Interpretation of body signals

Psychological and political messages conveyed

Degree of alignment with transformational leadership

Phase Two: Application

Requirements:

Reenact one of the scenes in a live or filmed format.

The student assumes the leadership role using:
o The same body language
o The same emotional engagement with the audience
o Adding a short sentence or speech that demonstrates motivational leadership

Suggested model:

Field visit – Motivational speech – Spontaneous meeting with a young person – Facing public criticism

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Phase Three: Creativity and Innovation

Requirements:

Design a media or educational initiative to train youth on leadership body language.

Document it in a PDF file or PowerPoint presentation explaining:
o Name of the initiative
o Target group
o Trained skills (eye contact – leadership posture – persuasive gestures...)
o Sample training schedule
o Quotes from Sheikh Khaled or behavioral analyses

Evaluation Tools

Evaluation Item	Grade	Evaluation Criteria
Analysis paper	10 marks	Observation accuracy – Depth of interpretation – Theoretical linkage
Practical performance	15 marks	Body language mastery – Impact – Self-confidence
Creative initiative	10 marks	Creativity – Organization – Feasibility
Final presentation	5 marks	Clarity – Presence – Team cooperation

Final Total: 40 marks (or according to the project's approved weight)

Final Instructions for Students:

Preferably document the working stages with photos or videos.

The presentation may be carried out in front of a small committee (professor – participating students – specialized guest).

Students are encouraged to use their body language during the presentation and explain it afterwards.

Pedagogical Notes for the Instructor:

This project integrates psychological, political, and theatrical skills.

Encourages self-expression, self-confidence, and bodily awareness.

Can be linked with courses like "Leadership Skills", "Political Discourse", or "Public Communication".

Emotional Intelligence and Leadership: A Practical Application in the Personality of Sheikh Khaled bin Mohamed bin Zayed

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I. Introduction to Emotional Intelligence in Leadership

Emotional intelligence is one of the most prominent personal traits that distinguish successful leaders in the modern era, especially in transformational leadership models. Contemporary leadership requires self-awareness, emotion regulation, empathy, and the ability to build strong human relationships.

Researcher Daniel Goleman indicated that emotional intelligence has a greater impact on leadership success than IQ, particularly in situations involving people, crisis resolution, and driving change.

The Five Areas of Emotional Intelligence (Goleman):

Domain	Definition	Examples from Sheikh Khaled's Reality
Self-awareness	Understanding oneself and emotions	Balanced responses during media provocations or sudden events

Domain	Definition	Examples from Sheikh Khaled's Reality
Self-regulation	Controlling reactions	Calm tone even when facing public criticism
Motivation	Persistence despite challenges	Continuing the 2071 Vision despite pressures
Empathy	Understanding others' feelings	Humanitarian stances with youth, people of determination, and workers
Social skills	Building healthy and effective relationships	Communication in public councils and youth forums

---

Practical Emotional Intelligence Assessment Tools (for the instructor):

Activity	Objective	Outcome	Evaluation
Video analysis	Reading body language	Individual paper	10 marks
Situation role-play	Applying skills	Performance scene	15 marks
Speech writing	Expressing emotion in writing	One-page text	5 marks
Group discussion	Critical thinking	Oral participation	5 marks
Final project	Using EI in social initiative	Group presentation	15 marks

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II. Applied Case Study

Case: "Reaction of Sheikh Khaled bin Mohamed bin Zayed to a student's request during a field visit"

Real Description:

During a field visit to a school, a young student spontaneously approached Sheikh Khaled and said:

"Sir, can you make my school more beautiful?"

Sheikh Khaled smiled, bent down to the child's eye level, gently placed his hand on his shoulder, and replied in a calm tone:

"Your request is precious to me... and I will take care of it, God willing."

Weeks later, a comprehensive school development and renovation process began, and a team was sent to evaluate and improve the educational environment.

III. Analysis of Emotional Intelligence in This Situation

Emotional Intelligence Skill	How It Appeared in Sheikh Khaled's Behavior
Self-awareness	Remained calm and balanced despite the unexpected request
Emotional regulation	Did not show annoyance or downplay the request, responded intelligently and kindly
Empathy	Lowered himself to the child's physical and emotional level, making him feel heard
Social skills	Gave a simple, positive, and understandable commitment, followed by action
Self-motivation	Transformed the emotional moment into a practical drive to improve education

IV. Analytical Questions for Students

1. What is the significance of Sheikh Khaled's body language, tone, and interaction in this situation?
2. How does this reflect an effective use of emotional intelligence in an educational setting?
3. If you were in his place, how would you respond to the child? Would you be emotionally affected?
4. What is the importance of small moments in shaping the image of a leader among new generations?
5. Discuss how emotional intelligence can enhance people's trust in a leader.
6. Can emotional intelligence be taught at universities? How can it be practiced?

Applied Classroom Activity

Activity: Leadership Scenario Simulation

One student is asked to act as a child making a spontaneous request.

Another student is asked to play the role of the leader and respond using emotional intelligence skills.

Students evaluate the scene and identify:
o What skills were demonstrated?
o Was the response impactful?
o How did the child feel?
o What psychological messages were conveyed through body language and tone?

Case (2): "Calming Emotions During a Field Visit to an Area Affected by Heavy Rain"

Real Description:
During a field visit after some residential areas were damaged by rain, Sheikh Khaled appeared speaking to citizens with a calm face, listening attentively. He made no immediate promises but said:
"We are with you, and we will repair what we can as quickly as possible. Your safety is what matters most."
A rapid plan for rehabilitation and infrastructure development was later implemented.

Emotional Intelligence Analysis:

Emotional Regulation: He didn't become defensive or deny the issue.

Empathy: He used human-centered speech prioritizing "people" over "image."

Social Awareness: He read the collective body language of affected residents and responded sensitively.

Questions for Students:

1. What was the emotional effect of this response on the citizens?
2. How might another leader mishandle emotions in a similar situation?
3. How does this case show the difference between administrative and emotional intelligence?

Case (3): "Meeting with People of Determination"

Real Description:
At one event for people of determination, Sheikh Khaled was seen sitting in a designated seat next to a child, smiling at him, responding to his movements, and publicly stating:
"We don't see disability — we see energy."

Emotional Intelligence Analysis:

Deep Empathy: He physically and emotionally aligned himself with the child.

Smart Reframing of Concepts: From “disability” to “energy.”

Conveyed acceptance and respect nonverbally to everyone present.

Questions for Students:

1. How does body language influence the delivery of genuine empathy?
2. What’s the difference between a public relations statement and one rooted in emotional intelligence?
3. Describe how you would act in the same situation.

Case (4): “Dealing with a High-Achieving but Discouraged Student”

Realistic Fictional Scenario (Training Case):
During a visit to a university, a top student approached Sheikh Khaled and said:
"I’m one of the top achievers, but I don’t feel my efforts are valued in my country."

Sheikh Khaled smiled, looked him in the eye, and said:
"You’re not alone… Some people notice, even if they don’t say it. Sometimes we must work quietly until everyone hears us."
He then ordered that the student be honored as part of an initiative to support outstanding students.

Emotional Intelligence Analysis:

Self-awareness: He did not react defensively.

Empathy: He acknowledged the student’s feelings rather than dismissing them.

Motivation: He reframed the scene from discouragement to inspiration.

Questions for Students:

1. How can a leader turn a complaint into a motivational message?
2. Would it have been better to ignore the student? Why or why not?
3. Is there a risk in sacrificing authority in favor of empathy? Discuss.

Case (5): “Emotional Skills in an International Economic Council”

Description:
At an international conference attended by economic experts, Sheikh Khaled maintained calm composure during sharp interventions by foreign participants. He interrupted no one and

responded with brief sentences and composed body language (open hands, calm smile, low voice tone).

Emotional Intelligence Analysis:

Emotional regulation under pressure

Cultural sensitivity in a multinational environment

Maintaining balance between expression and firmness

Questions for Students:

1. Why is body language key to leadership in international settings?
2. How can emotional intelligence prevent cultural misunderstandings?
3. Can calmness be a weapon in negotiations? Discuss.

Final Unit Activity (Applied Project)

Activity Title:
"Design an Emotionally Intelligent Leadership Response in a Critical Situation"

Requirements:

Choose one of the following situations:
o An employee feels wronged
o A citizen publicly criticizes a government agency's performance
o A student has lost hope in their country's future

Design how a leader should respond in body, words, and action

Identify the emotional skills to be used (Empathy? Motivation? Calming?)

Explain how this response can make a psychological and social difference

Emotional Intelligence in Field Situations

Case Study (6): "Surprise Visit to a Children's Hospital"

A humanitarian moment where Sheikh Khaled is seen embracing a sick child and sitting beside him without any formal protocol. **Exercises:**

1. Analyze the body language.
2. Reenact the scene in class.

3. Each student writes a motivational speech to a sick child using strong and realistic emotional language.

UNIT 2: Emotional Intelligence in Crises

Case Study (7): "Managing Tension During a Heated Economic Dialogue"

Sheikh Khaled attended an economic forum where a harsh criticism was raised by a media outlet; he remained calm, responded only with a composed facial expression and a brief reply. **Exercises:**

1. What non-verbal cues did he use?
2. How can silence be a tool of emotional leadership?
3. Act out the scene in groups: How might another leader make a mistake in reacting?

UNIT 3: Emotional Intelligence and Youth Empowerment Case Study (8): "Dialogue Session with University Students"

Sheikh Khaled sat among them without a stage, used equal body language, and expressed his belief in their role in the future. **Activities:**

1. Discuss: How does a dialogue environment help release positive emotions?
2. Write a plan for a motivational youth forum inspired by this experience.
3. How can emotional leadership be practiced in a university classroom?

UNIT 4: Emotional Intelligence and Media Speech Language Case Study (9): "A Powerful National Speech"

A recorded speech combining statistics and human stories, with balanced facial expressions and well-considered hand gestures. **Exercises:**

1. Analyze the speech verbally and non-verbally.
2. Rewrite the speech in a neutral tone – then compare the impact.
3. Exercise: Each student writes 3 motivational sentences with direct and intelligent emotional expression.

UNIT 5: Simulating Emotional Intelligence in Leadership Major Role-play Activity: "I Am the Leader"

Students are divided into teams.

Each team plays the role of a leader in a situation:

- Handling a protest

- Surprise visit to a poor area
- Difficult media interview

Students evaluate each other based on:

- Body language
- Empathy
- Emotional control
- Emotional messaging

Final Class Project (Graduation Simulation) "A Leadership Initiative Inspired by Sheikh Khaled's Vision"

Each team of students designs:

- A national, youth, or volunteer initiative
- Based on the five pillars of emotional intelligence
- Presented as a presentation and/or PDF file with a video if possible

Work Cards

Great tools to activate learning in the classroom, especially during applied projects like body language and emotional intelligence. Includes:

Instruction Card

Scene Analysis Card

Leadership Role-play Card

Performance Evaluation Card

Initiative Design Card

Work Card (1):

Project Execution Instructions Title: Analyzing and Reenacting Body Language in Leadership
Goal: To understand how body language is used as a leadership tool by analyzing real scenarios, reenacting them, and designing a training initiative.

Steps:

1. Choose a recorded scene from Sheikh Khaled's life.
2. Analyze visible body language (stance, gestures, facial expressions...)

3. Reenact the scene or design a new dialogue using the same body language.
4. Design a training or awareness initiative inspired by this scene.
5. Present your results in class.

   Timeframe: Two weeks (flexible).

Work Card (2): Leadership Scene Analysis Title: Body Language Analysis Sheet – Real Scene

Student/Team Name: _____ Video/Event Title: _____ Scene Link/Event Date: _____

Item	**Observation**
Facial Expressions	e.g., calm smile – serious look – surprise...
Eye Contact	With whom? How long? Steady or hesitant?
Hand Gestures	Open? Closed? Raised? Pointing at something?
Body Posture	Upright? Leaning? Forward? Backward?
Physical Proximity	Approached others? Formal distance?
Tone of Voice (if present)	Calm? Firm? Varied with situation?
Emotional Message Conveyed	Reassurance? Sadness? Motivation? Empathy?
Student Conclusion	(approx. 100 words)

Work Card (3): Leadership Roleplay Title: I am the Leader: Non-verbal Role-play Only
Student/Team Name: _____ Scenario Type (chosen or assigned):

Surprise Visit

Meeting a Child

Responding to Public Criticism

National Ceremony Speech **Before Acting, Answer:**

1. What type of message do you want to convey?

2. How will you use your eyes?
3. What will your stance or posture be?
4. Will you use your hands? How?
5. What facial expression will you adopt and why? **After Acting:** Your peers evaluate your body language on a 10-point scale based on:

   Balance

   Eye Contact

   Alignment between posture and context

   Audience Impact

Work Card (4): Designing an Educational Initiative Title: My Initiative: Body Language for Young Leaders

Initiative Name: _____

Target Group: □ School Students □ University Students □ Entry-level Employees □ Young Media Professionals

Training Themes (choose or add): • Eye Contact • Leadership Posture • Facial Expressions • Public Presence • Body Control During Crises

Initiative Format: □ Workshop □ Awareness Campaign □ Training Video □ Simulation Sessions **Initiative Description (5 lines):**

Training Duration: _____

Expected Impact on Trainees:

1. ?

Work Card (5): Emotional Intelligence – Situation Analysis Task: Choose a humanitarian or social situation involving Sheikh Khaled and analyze it according to the five pillars of emotional intelligence:

Emotional Intelligence Skill How It Appeared in the Situation?

Self-Awareness _____

Emotional Regulation	_____
Self-Motivation	_____
Empathy	_____
Social Skills	_____

Work Card (6): Emotional Leadership Roleplay Exercise: The student embodies a situation with real emotions (crisis – public meeting – recognition) and performs using emotional intelligence.

Peer Evaluation Criteria:

Authentic Interaction

Clarity of Emotion

Physical Communication

Audience Impact

Work Card (7): Designing an Emotionally-Driven Leadership Initiative Task: Design a community or youth initiative delivering a humanitarian message using emotional intelligence

. Name: _____

Core Idea: _____

Target Audience: _____

Driving Emotion: _____

Implementation Tools: _____

Work Card (8): Analyzing Body Language in a Leadership Scene Task: Watch a short clip of Sheikh Khaled (visit – speech – meeting), and complete the table:

Element	Observation
Facial Expression	_____
Hand Movement	_____

Posture _____

Distance from Others _____

Eye Contact _____

Work Card (9): Body Language Communication Simulation Task: The student delivers a short speech or scene using only body language, without speaking. **Evaluation Criteria:**

Was the message delivered?

Was there harmony between movement and context?

Was the facial expression sufficient?

Work Card (10): Body Language Training Initiative Task: Design a training session for your peers on "Body Language in Leadership" that includes:

Session Title

Objective

Key Skills to Be Trained

In-class Practical Exercise

Duration

Work Card (11): Soft Power – Strategy Analysis Task:

Choose an initiative or situation involving Sheikh Khaled that demonstrates soft power, such as:

Supporting Education

Peace Initiatives

Youth Engagement

Humanitarian Visits

Analyze the Following:

1. Who is the target audience?
2. What are the implicit messages?

3. What impression does it leave internationally?
4. Is this soft power or official policy? Why?

Work Card (12): A Soft Campaign Task: Design a media or youth campaign using elements of soft power to promote a national or cultural idea.

Idea: _____

Target Audience: _____

Indirect Message: _____

Tools Used: _____

Inspired by Sheikh Khaled's behavior in: _____

Applied Section: Soft Power in the Thought and Behavior of Sheikh Khaled bin Mohamed bin Zayed

Soft power is a modern political concept considered a strategic tool in smart leadership. Sheikh Khaled bin Mohamed bin Zayed embodies it effectively through his societal presence, support for education and culture, and humanitarian communication.

First: Brief Theoretical Introduction Soft Power, as defined by Joseph Nye, is the ability to influence others without coercion or direct pressure, but through cultural appeal, moral example, and public policies grounded in humanistic and intellectual values.

In the UAE context, soft power has become a leading diplomatic and cultural tool, clearly embodied in the policies and discourse of Sheikh Khaled, not just at the institutional level, but through his presence in society, youth circles, and leadership roles.

Practical Applications of Soft Power in Sheikh Khaled's Personality

Case (1): Supporting Education and Scientific Research as a Tool of Civilizational Influence Description: Sheikh Khaled's sponsorship of research projects and advanced centers in AI, environment, and food security is not just technical support, but a strategic message affirming that "science" is a national identity and a message to the world.

Analysis:

These initiatives create the impression that the UAE is the country of the future.

They empower youth through knowledge.

They build international relations based on "scientific excellence"—not just economic resources.

Case (2): Youth Empowerment as Internal and External Soft Power Description: Programs like "Youth Leaders Program" and his direct visits to student innovation workshops embody a message to the world: "Our youth are our national project."

Analysis:

Internal soft power (motivating youth, instilling belonging).

External soft power (portraying the UAE as a vibrant, youth-led society).

Reflects a model of "example" more than "instruction."

Case (3): Humanitarian Presence in the Local Scene Description: Sheikh Khaled's appearances in community contexts (hospital visits – popular events – Ramadan gatherings) without formal barriers or rigid protocols creates an emotional connection between leader and society.

Analysis:

Community empathy translates into political trust.

The model of "human leadership" outperforms media rhetoric.

Soft power here is built through "body language – simplicity – proximity."

Case (4): Promoting Values of Sustainability and Environmental Openness Description: His support for environmental initiatives like the "National Net-Zero Strategy," and his presence at events like COP28, send a message that the UAE is not just an energy producer, but a leader in sustainability.

Analysis:

Redefines the country's image globally.

Uses a global issue to build political and moral appeal.

Makes the leader a "voice of environmental conscience."

Analytical Questions for Students

1. What is the difference between "soft power" and "public diplomacy"? How do they merge in Sheikh Khaled's character?
2. Choose one of the cases and discuss its impact both locally and internationally.
3. Do you think Sheikh Khaled's body language contributes to his soft power? Why?

4. How can a young leader build soft power in their local environment? Mention practical steps.
5. Discuss: Is soft power something that can be taught and trained, or is it innate to leadership personalities?

Applied Student Activity

Activity Title: Design a national initiative that embodies the concepts of soft power in Sheikh Khaled's style

Requirements:

Choose a field (culture, education, sustainability, health, society).

Draft a project idea or initiative with a proposed name.

Define the target audience.

Explain the political or social messages conveyed.

Explain how it represents indirect soft power.

Duration: Two weeks **Evaluation Criteria:**

Creativity: 5 points

Alignment with Sheikh Khaled's vision: 5 points

Clarity of social/political impact: 5 points

Final presentation or submitted file: 5 points

Case (5): "Without Media" Visit to a Social Care Center Description: Sheikh Khaled was seen visiting a children's social care center without official announcement, spending time with caregivers and students, speaking kindly and without a large official delegation.

Analysis:

Internal message: Leadership is close to people, not seeking spotlight.

Silent soft power: People promote the leader's image out of affection, not instruction.

Long-term effect: Strengthens emotional loyalty and trust in the state.

Case (6): Honoring an Emirati Youth at a Global Event
Description
Sheikh Khaled honored an Emirati youth who won a global award in the field of artificial intelligence, during a high-level official ceremony. He delivered a speech emphasizing the importance of "investing in minds."

Analysis:

External soft power: shows that the UAE exports minds, not just oil.
Building an international image of the young leader as a future visionary.
Promoting national values of appreciation and nurturing of talents.

Case (7): A Humanitarian Message in Times of Crisis

Description:

During a natural disaster in a foreign country, Sheikh Khaled was among the first to direct UAE aid, with a public statement in which he said:
"Human beings come first… this is not politics, it is a responsibility."

Analysis:

Humanitarian soft power that reinforces the UAE's image as a moral leader in the region.

Short statements loaded with ethical depth.
Direct impact on Arab and international public opinion.

Classroom and Simulated Activities

Activity (1): Media Simulation

Description:

Each student group designs a video or a short media campaign simulating Sheikh Khaled's method in delivering a "soft" message through:

A speech

A field visit

A humanitarian act

Youth honoring

An environmental initiative

Outcomes:

Analyze how the message impacted the audience, what soft power was targeted, and who the audience was.

Activity (2): Designing a National Campaign Using Soft Power

Title: *"The UAE's Soft Voice to the World"*

Requirements:

Choose a national, Arab, or humanitarian cause (e.g., literacy – energy – human solidarity – women's leadership...).

Design a media campaign that conveys the message without pressure or direct rhetoric.

Include quotes or behaviors that reflect Sheikh Khaled's philosophy.

Example: A campaign titled *"I Read... Therefore, I Lead"* supervised by female university students, including the reading of books written by or about UAE leaders such as Sheikh Zayed.

Activity (3): Simulating a Leadership Scene
Scenario:
A Western journalist asks a provocative question about state policies.
How does the leader use body language, tone of voice, and calm words to respond softly without confrontation?

Analyze:

Implicit messages

Did the leader manage to turn the attack into an opportunity?

What emotions were visible on his face?

Ready-to-Use Educational Assessment Tools

Evaluation Criteria	**Description**	**Score**
Understanding the concept	Did the student understand the difference between soft power and formal discourse?	5
Realistic analysis	Did they analyze a real case accurately?	5
Creativity in execution	Was the campaign or enactment persuasive and engaging?	5
Connection to Sheikh Khaled's personality	Was the project genuinely inspired by his thought and style?	5
Final presentation	Clarity, organization, and impact	5
Interaction and discussion	Participation in analysis and critique	5
Total		**30**

Final Class Project – Soft Power

Title:

"I Am a Soft Leader: A Strategic Simulation of Soft Power Inspired by Sheikh Khaled"

Concept:

The student or team designs a community, media, or educational initiative that acts as a tool of soft influence. The student is asked to explain:

- The intended message
- The target audience
- The required leadership behavior
- The tools of influence (symbolism, interaction, culture, etc.)

Project Outputs:

- PowerPoint presentation or short video
- Applied analysis of the political/psychological dimension of the initiative
- Analytical report (2–3 pages)

Practical Unit: Transformational Leadership in the Thought and Behavior of Sheikh Khaled bin Mohamed bin Zayed

A comprehensive training project for students and instructors – analysis, simulation, and application

1. Introduction

Transformational leadership is not limited to the ability to plan or manage crises; it focuses on transforming people, motivating them, and inspiring them to transcend themselves. Sheikh Khaled is a living example of a transformational leader who:

- Shapes a vision for the future
- Inspires youth
- Encourages innovation
- Cares for individual and collective development

Transformational leadership is not a rigid theory but a living style of deep change in individuals and institutions. Through analyzing Sheikh Khaled's behavior, students can learn how values become decisions, visions become projects, and humility becomes lasting impact.

This unit enables students to:

- Understand the elements of transformational leadership in reality
- Simulate leadership decisions and situations
- Create small leadership initiatives that reflect Sheikh Khaled's transformative approach

This practical application helps students understand the **four dimensions of transformational leadership** (based on Bernard Bass's model) and relate them to real behaviors.

Practical Dimensions of Transformational Leadership
Pillars of Transformational Leadership (Bass & Avolio):

Idealized Influence

Inspirational Motivation

Intellectual Stimulation

Individualized Consideration

Real-life Applications + Analysis
Targeted Student Skills:

Analyzing leadership behavior

Understanding the difference between traditional and transformational leadership

Simulating leadership scenarios

Designing future leadership initiatives

Self-evaluation of leadership behavior

Assessment Tools:

Category	**Score**	**Criterion**
Case analysis	10	Understanding and applying the four pillars
Innovation in solution	10	Non-traditional solutions
Inspiration & motivation	10	Expression and drive
Project report	10	Clarity, organization, and theoretical connection
Presentation	10	Presence – language – interaction
Total:	**50**	(Flexible based on the curriculum)

Part II: Practical Case Studies (Real or Simulated)

Applied Task – Analytical Case Study for Students

Case No. (1)
Title: *"Transformational Leadership in the Cybersecurity Sector – Abu Dhabi's Experience"*

Case Description:
In 2023, Sheikh Khaled bin Mohamed bin Zayed launched Abu Dhabi's Cybersecurity Strategy, aiming to:

Develop national cadres capable of protecting digital infrastructure

Promote a digital innovation environment

Integrate youth into modern technological pathways

Student Analytical Questions:

1. Which of the four pillars of transformational leadership stood out the most in this initiative? Why?
2. How can this initiative be used as a model to build a new leadership culture among university students?
3. What challenges might transformational leadership face in vital sectors such as cybersecurity, and how can they be overcome?
4. If you were a decision-maker, what initiative would you propose to complete this project within the same leadership framework?

Suggested Classroom Task:
Divide the students into groups and ask them to design a simple national project (technical or social) led by a transformational leader, based on the four pillars, and present it.

Case (2): "Empowering Youth in Abu Dhabi's Future Agenda"
Description:
In 2022, Sheikh Khaled bin Mohamed bin Zayed launched an initiative to empower youth to participate in planning and implementing *"Abu Dhabi's Future Agenda,"* which focuses on innovation, the digital economy, and sustainability. The initiative targeted university students and directly involved them in government working groups as youth experts.

Apparent Goals of Transformational Leadership:
Inspirational Motivation
Idealized Influence
Individualized Consideration

Discussion Questions for Students:

1. How did this decision contribute to strengthening youth's sense of belonging and national identity?

2. Do you think this kind of initiative leads to real change in the mindset of the new generation?
3. How can this model be implemented in your university or local community?

Case (3): "The National Research and Development Strategy"
Description:
Sheikh Khaled led the launch of Abu Dhabi's Research and Development Strategy in 2022, allocating billions of dirhams to support researchers in future-focused sectors such as aviation, AI, and healthcare. The strategy encouraged institutions to adopt research as a permanent tool for development.

Apparent Goals of Transformational Leadership:
Intellectual Stimulation
Idealized Influence

Discussion Questions for Students:

1. How does this leadership differ from traditional leadership that only provides funding without strategic guidance?
2. What role does scientific research play in achieving transformational change in nations?
3. Suggest a transformational research project that could benefit your country in one of these sectors, and explain how leadership can support it.

Case (4): "The Abu Dhabi Innovative Education Initiative"
Description:
Under the supervision of Sheikh Khaled, several model smart schools were developed using artificial intelligence, interactive learning, and modern teaching methods. The aim was to prepare a generation capable of critical thinking and collaborative work.

Apparent Goals of Transformational Leadership:
Intellectual Stimulation
Individualized Consideration
Inspirational Motivation

Discussion Questions for Students:

1. What is the impact of these initiatives on the quality of education and student thinking?
2. Do you think education needs a transformational leader? Why?
3. How can teachers adopt this leadership style in their classrooms?

Case (5): "Student Cybersecurity Challenge"
Description:
To build national digital capabilities, Sheikh Khaled launched a national challenge targeting students to develop cybersecurity solutions. It was not limited to awards, but included intensive training and job opportunities for outstanding graduates.

Apparent Goals of Transformational Leadership:
Idealized Influence
Inspirational Motivation
Intellectual Stimulation

Discussion Questions for Students:

1. How does this challenge reinforce the concept of "leadership by example"?
2. What is the link between cybersecurity and national identity?
3. Can participating in national challenges be considered a way to build leadership character? Why?

Case (6): Launch of "Abu Dhabi Industrial Accelerators Program"
Description:
A strategic program reflecting Sheikh Khaled's vision to stimulate the emirate's future industrial sector, including AI, automation, and defense industries.

Analysis:
Idealized Influence: a leader building major projects aligned with his vision.
Intellectual Stimulation: creating an environment of innovation, not repetition.
Inspirational Motivation: giving new national meaning to industry.

Case (7): Open Dialogue Sessions with University Students
Description:
Sheikh Khaled held open, barrier-free dialogues with university students on the future, work, and challenges.

Analysis:
Individualized Consideration: listening to students as individuals.
Inspirational Motivation: "You are the makers of the coming vision."
Idealized Influence: a refined and humble role model.

Case (8): His Support for Cybersecurity and Artificial Intelligence Challenges
Description:
Transformational leadership in securing the present and building a technological future, including training Emirati students and embracing programmers.
Analysis:
Intellectual Stimulation: a challenge of intellect and creativity.
Inspirational Motivation: "We keep up with the world and lead it."
Idealized Influence: a leader with a futuristic mindset.

Case (9): "Abu Dhabi Research and Development Strategy"
Description:
In 2022, Sheikh Khaled launched a comprehensive strategy to promote scientific research and innovation in Abu Dhabi, which included supporting universities and research centers, and offering grants to young researchers.
Analysis:
Intellectual Stimulation: breaking traditional models and linking development with science.
Transformational Vision: creating a continuous learning environment.
Individualized Consideration: supporting talents, not just institutions.

Case (10): "His Participation in Youth Forums"
Description:
In meetings with university students, Sheikh Khaled sat among them, spoke informally, listened to their ideas, and took notes.
Analysis:
Idealized Influence: a role model in humility and approachability.
Inspirational Motivation: his speech included encouraging phrases.

Individualized Consideration: listening, support, and self-motivation.

Suggested Interactive Lecture Activities:

Activity (1): "Academic Discussion Circle"
Divide students into four groups. Each group analyzes one of the above cases and presents the findings using a simple PowerPoint presentation.

Activity (2): "A Transformational Leader from Your Life"
Each student writes a short paragraph about a transformational figure in their local environment (teacher, manager, volunteer team leader...) and explains from which angle this person represents transformational leadership.

Activity (3): "Initiative Design Workshop"
In groups, students design a transformational community initiative at the university or local level and present it in a motivational corner within the class.

Activity (4): Simulating a Leadership Scenario
Title: "A Future Leader Faces the Challenge"
Scenario: You are a young leader appointed by the ruler to a marginalized area with poor services and low trust. How will you start a leadership plan to inspire people and bring change?
Task:
Write your vision for the future.
What statements or actions will inspire people?
How will you support and motivate individuals?
How will you turn a failing environment into a successful one?
The scene is presented live in front of the class.

Activity (5): Transformational Leadership Map
Steps:
Divide students into four groups.
Each group explains one of the four pillars of transformational leadership:
o Idealized Influence
o Inspirational Motivation
o Intellectual Stimulation
o Individualized Consideration
Each group presents:
o Definition of the pillar
o An example from Sheikh Khaled
o A real-life application case

Activity (6): Designing a Transformational National Initiative

Title: *"Toward the Future: A Leader's Project from the Generation of Khaled"*
Task:

Design a developmental project or campaign targeting youth or the local community.

The initiative should include:
o A clear vision
o Inspiration and motivation
o Encouragement of creativity
o Individual support for initiative owners
The proposal should be submitted as a practical document (PDF or presentation) and presented at the end of the semester.

Activity (7): Simulating a Leadership Scenario

Title: *"The Future Leader Faces the Challenge"*
Scenario:
You are a young leader appointed by the ruler to a marginalized area suffering from poor services and lack of trust. How will you begin a leadership plan to motivate people and bring change?
Requirements:

Write your vision for the future.

What words or actions will inspire people?

How will you support and motivate individuals?

How will you turn an environment of failure into success?
To be presented live in front of the class as a leadership simulation.

Activity (8): Transformational Leadership Map

Steps:

Divide the students into four groups.

Each group explains one of the four pillars of transformational leadership:
o Idealized Influence
o Inspirational Motivation
o Intellectual Stimulation
o Individualized Consideration

Each group presents:
o Definition of the pillar
o An example from Sheikh Khaled
o A real-life application

Activity (9): Designing a Transformational National Initiative

Title: *"Toward the Future: A Leader's Project from the Generation of Khaled"*
Task:

Design a developmental project or campaign targeting youth or the local community.

The initiative should include:
o A clear vision
o Inspiration and motivation

o Encouragement of creativity
o Individual support for initiative owners
To be submitted as a practical proposal (PDF or presentation) and presented at the end of the semester.

Classroom and Simulated Activities

Activity (1): Analyzing a Transformational Leadership Personality

Task:
Each group chooses a case from above and:

Identifies the elements of transformational leadership it contains.

Designs a "Leadership Card" including:
o The situation
o The transformational decision
o The expected impact
Presentation:
Poster board / PowerPoint in front of the class.

Activity (2): Simulating a Leadership Scenario

Scenario:

An official in a government department suffers from poor performance.

The student/team plays the role of a transformational leader who:

- Motivates the team
- Proposes innovative changes
- Shows empathy for the team's conditions
- Presents an inspiring vision

Post-simulation analysis:
Were the four pillars activated?

Final Semester Project – Transformational Leadership

Title:
"I Lead to Transform: An Inspiring Leadership Initiative Inspired by the Thought of Sheikh Khaled bin Mohamed bin Zayed"

Project Components:

Section	Requirement
Idea	Choose a real challenge at your university or in your local community
Solution	Describe how you would address it through transformational leadership
Pillars	Explain how you will activate each: (Vision – Motivation – Empowerment – Personal Growth)
Implementation	Practical steps, team, timeline
Impact	How will reality change through your leadership?

Final Deliverables:

A 3–5-page PDF or Word report

A presentation

An optional poster summarizing the initiative

Final Project Evaluation Criteria:

Evaluation Item	Score
Strength of the Transformational Idea	10
Activation of the Four Pillars	10
Creativity of the Initiative	5
Realistic Feasibility	5
Final Presentation and Participation	5
Total	**35**

Final Semester Project – Transformational Leadership (2)

Title:
"I Am a Transformational Leader: A Leadership Project Inspired by the Thought of Sheikh Khaled"

Project Stages:

1. Identify a real societal problem
2. Formulate a leadership vision to transform the reality
3. Define a motivation and support plan for the community or students
4. Simulate leading a small team (virtually or in real life)
5. Write a report about the experience (steps – learning – results)

Examples of Student Initiatives Inspired by Transformational Leadership:

"Creative Leaders Club": A university initiative to promote transformational thinking in daily challenges

"Student-Signed Digital Curriculum": A project suggesting that students design part of the academic content

"Campaign: My Ideas Serve My Nation": Collecting student ideas for small national projects

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Action Card

Analyzing and Applying Transformational Leadership in the Experience of Sheikh Khaled bin Mohamed bin Zayed

Activity Objective:
To enable the student to understand, analyze, and apply the pillars of transformational leadership through a real-life case study or simulation based on Sheikh Khaled's approach.

Task Instructions:

1. Choose a real situation or initiative from Sheikh Khaled's leadership, such as:

   A strategic project

   A field visit

   A youth dialogue session

   Support for vital fields such as technology or environment

2. Analyze the transformational leadership elements in the scenario:

Pillar of Transformational Leadership	Its manifestation in Sheikh Khaled's behavior
Idealized Influence	_____
Inspirational Motivation	_____
Intellectual Stimulation	_____
Individualized Consideration	_____

3. Reenact the scenario in class or design a short video (optional).
4. Design a simple student initiative that reflects this leadership model (e.g., campaign, club, app, workshop).

Analytical Questions (to be answered in writing):

1. What is the most prominent leadership element you noticed in this example?
2. How does this leadership differ from the traditional style?
3. How can these principles be activated in your university environment?
4. What qualities of the transformational leader would you like to develop personally?

Professor Evaluation Template (Optional):

Criterion	Rating (out of 5)
Understanding of transformational pillars	☐☐☐☐☐
Realistic analysis of the situation	☐☐☐☐☐
Creativity in role-play or initiative	☐☐☐☐☐
Clarity of idea and language	☐☐☐☐☐
Class interaction and participation	☐☐☐☐☐
Total Score:	/25

Suggested Implementation Duration:

Written analysis: 30 minutes in class or as homework

Role-play or presentation: 10 minutes per group

The activity can be done individually or in groups (2–4 students)

Action Card (2): Transformational Leadership Analysis

Task: Choose a real-life situation from Sheikh Khaled bin Mohamed bin Zayed's experience that shows types of transformational leadership.

Transformational Leadership Pillar	**Manifestation in Leadership Behavior**
Idealized Influence	_____
Inspirational Motivation	_____
Intellectual Stimulation	_____
Individualized Consideration	_____

Action Card (3): Leadership Role-Play Simulation Scenario: A leader faces a team going through weakness or frustration.

Student/team task:

How will you rebuild trust within the team?

How will you demonstrate psychological motivation and humble leadership?

What message will you deliver verbally and through body language? **Post-simulation:** Students assess how well the transformational pillars were applied.

Action Card (4): I Am a Successful Leader – Designing a Transformational Initiative Task: Design a proposal for improving the university or local community environment based on transformational leadership thought. The design should include:

Initiative name

Vision and main objective

Who are the beneficiaries?

How are the transformational pillars reflected in this initiative? **Duration:** 10 days from the assignment date

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Action Card (5): Group Discussion – Transformational Leadership in Our Reality ?
Discussion Questions:

1. Do you think transformational leadership is possible in local institutions (schools – universities – youth councils)?
2. What is the difference between a transformational leader and just an administrative leader?
3. Who is a person in your local environment that you think practices transformational leadership?

Part Two: Practical Application of Foreign Policy

Including a practical application of Sheikh Khaled bin Mohamed bin Zayed's foreign policy in your book gives students the chance to understand how a young leader's strategic vision translates into international stances, alliances, and soft-power tools for building the state's global stature.

Here is a full academic application unit:

Application Unit: Foreign Policy in the Thought of Sheikh Khaled bin Mohamed bin Zayed - Within the book: *Modern Leadership and Political Transformation*

I. Academic Introduction (Summary)

Foreign policy is a mirror reflecting a nation's orientation and values to the world. Leadership in this field requires integrating geographical, political, technological, and humanitarian awareness. Sheikh Khaled bin Mohamed bin Zayed has shown deep interest in foreign policy through:

Supporting alliances in clean energy and technology sectors

Participation in sustainability and climate change agendas

Representing Emirati values through ethical diplomacy and soft innovation

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Real Cases and Practical Analysis

Case (1): Participation in Climate Summits (e.g., COP28) Description: His presence and participation in international climate summits conveyed strategic messages such as:

The UAE is a global player in the future of energy

Environmental values serve as a gateway to geopolitical influence

Analysis:

Foreign Policy Tool: Climate

Leadership Style: Dialogue – Partnerships – Media Presence

Expected Impact: Enhancing the UAE's global image as a responsible clean power

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Case (2): Signing Memorandums of Understanding in Innovation Sectors

Description:
During his international visits, Sheikh Khaled signed strategic agreements with major research centers and technology companies.

Analysis:

Foreign Policy Tool: Innovation and the Digital Economy

Added Value: Attracting talent, empowering UAE youth

Type of Power: Smart Power – combining technological and soft influence

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Case (3): Supporting Cross-Border Humanitarian Efforts

Description:
He directed support to countries suffering from crises (earthquakes – poverty – food insecurity) through messages of compassion rather than media pressure.

Analysis:

Foreign Policy Tool: Humanitarian Work

Message: The UAE seeks responsibility, not dominance

Outcome: Building moral and political trust with the world's peoples

Practical Activities for Students

Activity (1): Diplomatic Meeting Simulation

Task: The student or team acts as a UAE delegation led by Sheikh Khaled at an international conference on:

Cybersecurity

Climate

Global Education

Energy

The student must present:

The UAE's official position

National interests

The use of soft and smart power tools

Activity (2): Foreign Policy Document Analysis

Task: Read an official statement issued by the Department of Foreign Affairs in Abu Dhabi, or a policy document related to climate or innovation.

The student should answer:

1. What country or sector is targeted?
2. What is the political message?
3. What type of power is being used? (Soft – Smart – Defensive – Moral)
4. Do you see a reflection of Sheikh Khaled's vision in this document? How?

Activity (3): Design a Mini Foreign Policy Strategy

Title: I Am a Young Foreign Policy Maker

Choose a topic (Environment – Food Security – Culture – Education)

Identify a target country

Set your political goals

Select your tools (Visit – Partnership – Media – Development Aid)

Explain how your strategy reflects an Emirati vision led by youth

Assessment Tool:

Criterion	Score
General understanding of foreign policy	5
Realistic situation analysis	5
Creativity in simulation or design	5
Connection to Sheikh Khaled's character	5
Presentation and participation	5
Final Score	/25

Class Discussion Questions:

1. What is the difference between traditional foreign policy and youth-driven foreign policy?
2. How can young leaders influence international affairs without holding a ministerial position?
3. Can moral values be a form of political influence?
4. Discuss: Do you believe the UAE has become more influential through soft power than hard power? Why?

Student Activity Card: Foreign Policy Simulation in the Style of Sheikh Khaled

Task: Represent a diplomatic delegation of the UAE led by youth (emulating Sheikh Khaled's style) in one of the following policy fields:

Climate Change

Cybersecurity

Innovation

Global Education

Steps:

1. Define the UAE's position.

2. Propose an international initiative (soft or smart).
3. Highlight the values emphasized by Sheikh Khaled (Tolerance – Sustainability – Youth Empowerment).
4. Present final recommendations.

Required Analysis:

What diplomatic tool is being used?

What type of influence is present? (Soft / Smart / Moral)

What is the impact of this position on the UAE's image?

Student Activity Card: Designing a Youth Foreign Strategy

Title: I Am a Young Leader in Foreign Policy

Task: Design a foreign policy initiative or strategy inspired by the vision of Sheikh Khaled, targeting a global issue.

The strategy must include:

Strategy name

Target country or international audience

The indirect message to be conveyed

Emirati values it represents

Proposed international partners

Implementation tools (Partnership – Development Aid – Forum – Media)

Student Activity Card: Case Analysis in Foreign Policy ***(Up to this point, to be translated into Kazakh)***

Steps:

1. Choose a real foreign engagement involving Sheikh Khaled or aligned with his vision.
2. Analyze:
    - Field: Environmental? Scientific? Humanitarian?
    - Target audience: A state? Organization? International youth?

- Explicit and implicit messages
- Soft power tools used
- Expected political and cultural outcomes

Reflection Questions:

Was the UAE successful in conveying its message?

How does this policy relate to Sheikh Khaled's leadership style?

Did this approach help build international trust? Why?

Leadership Simulation Day

Concept: At the end of the academic term, the instructor organizes a day where students simulate a youth-led summit or conference inspired by Sheikh Khaled's leadership model.

◇ **Class is divided into**:

Delegations representing ministries or entities

Media team

Evaluation committee

Summit coordinator

Expected Outputs:

Realistic policy positions

Authentic use of body language

Well-prepared speeches

Leadership-caliber responses to challenging questions

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3. Individual Project: "I Am the Leader"

The student writes a short project (4–6 pages) outlining:

Their personal leadership profile

Major challenges facing their country

How they would address these challenges using insights from Sheikh Khaled's philosophy

A practical action plan for real-world implementation

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4. Including Students' Real-Life Leadership Experiences

At the start of the semester, ask students to document a real situation where they felt they led others (at home – university – volunteer work...).

At the end of the course, ask them to **reanalyze the situation** using:

Emotional motivation

Body language

Transformational leadership

Soft power tools

This promotes **"connecting knowledge with real life."**

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5. Interviews with Public Figures ***(Up to this point, to be translated into Kazakh)***

Conduct short interviews with young leaders in the country

Or analyze one of their public speeches

Or organize a site visit (e.g., government center – youth summit – public council)

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6. Leadership Skills Scale (Pre/Post Assessment)

Include a simple self-assessment scale at the beginning and end of the semester:

Skill	**Your rating before the course**	**Your rating after the course**
Confidence in public speaking	/5	/5
Using body language in leadership	/5	/5
Analyzing political situations	/5	/5
Engaging within a leadership team	/5	/5

1. Intellectual Unit: "Youth Leadership in the 21st Century"

Content Includes:

Characteristics of the new century: Globalization, Artificial Intelligence, Speed, Social Awareness

The difference between leadership of the past and leadership of today

Why do nations need "young minds" and not just "young bodies"?

How does youth leadership redefine the relationship between domestic and foreign affairs?

Objective:
To instill awareness that leadership is no longer a top-down authority, but a smart partnership and constant engagement with ongoing change.

---

2. Conceptual Comparison: "Traditional Domestic Policy" vs. "Modern Internal Strategy"

This section explains to students the differences:

Traditional	Modern
Focus on security and services	Focus on quality of life, sustainability, and national happiness
Elitist decision-making	Community participation in policymaking
Ministry-centered governance	Human-centered governance

This can be supported with examples from Sheikh Khaled's vision in urban development, community empowerment, and institutional innovation.

---

3. Mind Map: What Should a 21st-Century Young Leader Know?

Sections of the Map:

Technology and Digital Sovereignty

Psychological and Social Security

Culture and Identity

Green Economy

Smart Media Discourse

Building Soft Alliances

Students are asked to create their **own customized version** of this map based on their academic specialization or personal aspirations.

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4. **Intellectual Case Study: Sheikh Khaled as a Model for Balanced Leadership between Domestic and Foreign Affairs**

An analysis of how Sheikh Khaled:
Elevates the value of national identity internally
Builds the image of a global leader externally
And discussion:

How can a leader balance identity protection with openness? Sovereignty with global integration?

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5. Classroom Dialogue Space: "Thinking Like a Leader"
An open-ended question is posed, such as:
What will the modern state look like in 20 years?
Do we need a Ministry of Youth, or a government led by youth?
How can culture be used as an external tool of influence?
What if youth designed a complete foreign policy strategy? How would it be different?
This space transforms the student into a "thinker," not just a receiver.

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6. Optional Reflective Essay: "Me and the Leader Khaled"
Each student is asked to write a short essay (2 pages) on:
What inspired them from Sheikh Khaled's experience?
What skill did they learn and want to develop?
How did their understanding of leadership change after studying this model?
Some of these essays can be turned into a supplement or a mini-class magazine for the project.

“Critical Thinking Exercises in Leadership and Politics – In Light of Sheikh Khaled’s Vision”

Critical thinking activities are designed specifically to align with the content of the book, especially with the personality of Sheikh Khaled bin Mohamed bin Zayed and his vision of leadership, politics, and modern strategy:

“Reflect, Discuss, Lead: Critical Leadership Thinking Exercises”

Activity 1: “What Wasn’t Said” – Analyzing Political Silence

Instructions:

Choose a situation where Sheikh Khaled made no official statement, such as:

- A silent visit
- A humanitarian gesture
- A physical response only

Questions for the student:

- What are the implicit messages?
- What is the significance of silence in leadership?
- Is silence more powerful than speech? When?

Activity 2: Leadership Paradox – “If He Hadn’t Done That”

Idea:

Choose a leadership decision or initiative (like investment in AI or support for humanitarian work), and pose a reverse question:

What if Sheikh Khaled had not made this decision?

- What would be the internal consequences?
- How would the state’s image appear externally?
- What are the possible alternatives?
- This builds “reverse scenario” and “consequence thinking” skills.

Activity 3: Critical Comparison – “Yesterday’s Policy vs. Today’s Policy”

Task:

Compare traditional foreign policy (e.g., state-to-state relations) with youth-oriented foreign policy represented by Sheikh Khaled (technology, climate, soft power).

Discuss:

- What are the advantages and disadvantages of each approach?
- Can they be combined? How?
- What must a leader do to think in tomorrow’s tools, not yesterday’s language?

Activity 4: "Power vs. Influence"

Situation:

Read a scene in which Sheikh Khaled used soft power to achieve political influence (e.g., peace initiatives or support for education abroad).

Required:

Does this influence equal real political power?

When is symbolic diplomacy stronger than economic power?

Is soft power enough to protect sovereignty?

Activity 5: "The Leader as a National Brand"

Task:

Discuss the idea that young leaders have become national–psychological–cultural brands of their countries, as Sheikh Khaled is perceived.

Questions for Students:

What are the qualities of a strong brand in a leader?

How do his appearance, language, and stances affect the image of the UAE?

Is it risky to build excessive symbolism around individuals? Why?

Activity 6: Solving a Real Leadership Dilemma

Scenario:

Youth in an Arab country are experiencing a trust gap with political leadership.

Task:

How can a young leader rebuild this trust?

Design a plan including (appearance – message – community partnership – achievement)

Use Sheikh Khaled's model in your answer.

Activity 7: "Strategic Vision from the Youth Generation"

Challenge:

Design a paper titled:

"The Principles of Our Internal and External Strategy as Youth Leaders for the 2030s"

5 core values

3 soft power tools

3 internal priorities

3 external priorities

How does this policy represent your vision as a young leader?

Critical Thinking – Analyzing Political Silence

Task: Choose a situation where Sheikh Khaled made no official statement but acted in the field

or through a humanitarian gesture (visit, smile, body posture...).

Student Questions:

What political message can be understood from this silence?

Was silence in this case stronger than speech? Why?

What is the connection between this action and soft power tools?

Work Card: Critical Thinking – What If He Hadn't Done That!

Task: Choose a decision or initiative taken by Sheikh Khaled (in climate, technology, education...).

Write your analysis:

What would have happened if he hadn't taken that decision?

Who would be affected? What are the losses? What alternatives exist?

What did you learn from this reverse comparison?

Work Card: Political Comparison Analysis

Topic: Compare traditional foreign policy with Sheikh Khaled's youth-oriented policy.

Analysis:

Element	Traditional Policy	Modern Policy (Sheikh Khaled Model)
Main Tool	_____	_____
Target Audience	_____	_____
Messages and Values	_____	_____
Expected Impact	_____	_____

Discussion: Which model do you think is more suitable for leading nations in the 21st century? And why?

Work Card: Critical Thinking – Decision Making in a Complex Situation

Task: Imagine you are a young leader in a sensitive political situation (economic crisis, foreign media attack, escalating internal protests).

Required:

What decision will you make?

What messages will you send to the people? And to the world?

What values will you base your decision on?

How will you balance firmness and calmness?

Goal: To train the student to make strategic decisions under pressure, like real leaders do.

Work Card: Critical Thinking – Building a Comprehensive National Policy
Title: My Policy as a Young Leader in the Coming Decade
Instructions: Design an integrated national policy that includes:
Internal priorities (3 pillars)
External priorities (3 pillars)
Tools (soft – hard – technological)
Target audience (people – youth – international partners)

Use what you've learned from Sheikh Khaled's philosophy, and try to balance: belonging – development – global influence.

Work Card: Critical Thinking – Critical Reading of a Political Speech
Task: Choose a short speech or official statement by Sheikh Khaled.
Analyze the following elements:
Overall tone: Calm? Enthusiastic? Rational?
Intended audience: Elites? Youth? International community?
What was said? And what was left to be inferred?
Did body language reflect the content of the speech? How?

Activity Output: Individual analysis paper + classroom discussion

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